

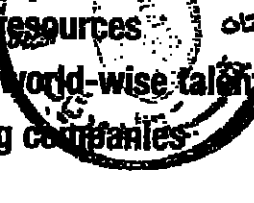


# FINANCIAL TIMES

World Business Newspaper <http://www.ft.com> FRIDAY FEBRUARY 5 1999

**FT Weekend tomorrow**  
The return of Monica:  
it's not déjà vu  
but deliverance  
Page 14

**Human resources**  
Lack of world-wide talent  
hurts big companies  
Page 24

**Gibraltar**  
Latest dispute not  
just about mackerel  
Page 2

**Mastering Information Management**  
The FT's 12-part series on the I in IT continues on Monday.  
Part Two: competing with knowledge

**WORLD NEWS**  
**King Hussein files home to Jordan in critical condition**  
King Hussein, Jordan's ruler for 46 years, was last night flown home from the US critically ill with cancer. He had been receiving treatment for a recurrence of lymphoma when his internal organs began to fail. The king, a pivotal figure in Middle East peace efforts, was welcomed tumultuously only last month when he returned from treatment abroad apparently cured.  
Page 5

**Italian pledge on stability**  
Italy's budget stability pact, which would take all necessary measures to ensure Italy's budget stability, was on track, but appeared to have been sidetracked by the Italian government's decision to delay the implementation of the pact.  
Page 2

**N Ireland truce 'still intact'**  
Ceasefires in Northern Ireland were intact despite punishment attacks and disclosures about paramilitary weapons, said Mo Mowlam, chief UK Northern Ireland minister.  
Page 6

**Witness plea may be rejected**  
The Senate looked set to dismiss a final appeal by Republican prosecutors to allow live witnesses in President Bill Clinton's impeachment trial and seemed likely to approve a new plan to complete proceedings by the end of next week.  
Page 3

**Quake repairs may cost \$1.5bn**  
Rebuilding Colombia's earthquake-devastated coffee-growing region could cost \$1.5bn, president Andres Pastrana said.  
Page 2

**Appeal over treason rejected**  
Russia's Supreme Court rejected an appeal to drop treason and spying charges against former captain Alexander Nikitin, who accused the navy of dumping nuclear waste in the Arctic Sea.  
Page 2

**BUSINESS NEWS**  
**ABB to simplify its share structure ahead of US listing**  
ABB, the international engineering and technology group, is to simplify its structure by replacing four different types of securities with a single share, which will clear the way for an eventual full US stock exchange listing.  
Page 17; Lex, Page 16

**Deutsche Bank's move aims to settle lawsuits**  
Deutsche Bank, Germany's largest bank, yesterday published documents that showed it had financed the building of the Auschwitz concentration camp, in a dramatic escalation of its attempts to settle Holocaust-related US lawsuits against it.  
Page 17; Lex, Page 16

**UK and Denmark cut interest rates**  
The Bank of England, the UK's central bank, cut its base lending rate yesterday by an unexpected large 0.5 percentage point to 5.5 per cent, citing flagging consumer demand, weak prices and an uncertain international outlook.  
Page 17; Lex, Page 16

**Denmark, which, like the UK, is not a member of the European single currency, also cut its base rate. But the European Central Bank, which conducts monetary policy for the 11-country eurozone, decided its rates would remain unchanged.**  
Page 17; Lex, Page 16

**World Equity Markets**  
The latest trends and data from more than 60 national markets at a glance  
Page 37



President and Mrs Clinton at yesterday's national prayer breakfast in Washington. Mr Clinton said fighting in Kosovo was the 'biggest remaining danger to our objective of peace and stability in Europe'. Picture: Reuters

## Serbia agrees Kosovo talks but rejects Nato troops plan

Serbia agreed yesterday to take part in peace talks on Kosovo starting tomorrow but rejected Nato plans to send up to 35,000 troops to enforce a political settlement of the year-old conflict with ethnic Albanian separatists.  
President Bill Clinton said the US was "seriously considering" sending ground troops to the Serb province, on condition that there was a strong and effective peace agreement and a demonstration of the parties' commitment to implement the accord and co-operate with Nato "and any other people who go in with us".  
He described the fighting in Kosovo as the "biggest remaining danger to our objective of peace and stability in Europe".  
Meeting in Belgrade, the Serb parliament voted overwhelmingly in favour of negotiations, to begin tomorrow at a chateau in Rambouillet, outside Paris. But delegates also backed a government resolution that insisted Kosovo would remain an integral part of Serbia and that foreign troops would not be allowed in "through any excuses".  
Alain Richard, the French defence minister, said in Paris that the proposed Kosovo peace-keeping force could have up to 35,000 troops and be commanded by a British general - likely to be Lieutenant General Sir Mike Jackson, commander of Nato's Rapid Reaction Corps. France was ready to contribute 5,000 ground troops plus 40 aircraft and ships, Mr Richard said.  
General Henry Shelton, chairman of the US Joint Chiefs of Staff, has said between 2,000 and 4,000 US troops could take part. Germany has also pledged troops and diplomats in Belgrade said Greece and Russia were also interested in taking part in a Nato-led international force.  
Mr Clinton warned that if the fighting in Kosovo continued, it would "almost certainly... draw in the neighbouring countries of Albania and Macedonia... It could potentially involve our Nato allies, Greece and Turkey. It could spark tensions again in Bosnia and undo what we have spent three years trying to do. Certainly if this conflict continues we'll see another massive humanitarian crisis".  
But he said no decision had yet been made to send in US soldiers - and did not have to be made until before the Rambouillet talks.  
He said a "permissive security environment" with the withdrawal of enough Serbian security forces and an agreement restricting the weapons held by rebels from the Kosovo Liberation Army (KLA) were needed before troops would be committed. "Finally, we have to have a well-defined Nato mission with a clear exit strategy," he said.  
Mediators are working on draft peace accords that would give Nato the role of enforcing a ceasefire, securing Kosovo's borders and disarming KLA rebels as well as Serb paramilitaries.  
Chris Hill, the US envoy who will be the chief mediator in Rambouillet, set a one-week deadline for conclusion of the talks. "Kosovo," he admitted "is a difficult problem of reconciling the irreconcilable".

WORLD MARKETS			
STOCK MARKET INDICES		GOLD	
New York: S&P 500	2,918.05	(-18.80)	
NASDAQ Composite	2,450.19	(-33.20)	
Europe: Nikkei	11,077.42	(-141.42)	
DAX	5,077.05	(-7.81)	
FTSE 100	5,039.50	(-14.00)	
FTSE Europe 500	5,121.05	(-14.00)	
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# Italy firm on keeping budget stability

# EU set to ban

## Critics find food package for Russia hard to stomach

By Andrew Jackson

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The European Union is set to ban the export of Russian food products, a move that critics say is a slap in the face of the Russian people. The ban, which is part of a larger package of measures aimed at punishing Russia for its actions in Chechnya, is expected to be announced in the next few days. Critics argue that the ban is a punitive measure that will hurt the Russian people, who are already suffering from economic hardship. They also say that the ban is a violation of international trade law. The Russian government has responded by saying that it will not be affected by the ban and that it will continue to export its food products. The ban is part of a larger package of measures aimed at punishing Russia for its actions in Chechnya. The package includes a ban on the export of Russian food products, a ban on the export of Russian oil, and a ban on the export of Russian gas. The package is expected to be announced in the next few days. Critics argue that the ban is a punitive measure that will hurt the Russian people, who are already suffering from economic hardship. They also say that the ban is a violation of international trade law. The Russian government has responded by saying that it will not be affected by the ban and that it will continue to export its food products.

# Impeachment

By Andrew Jackson

The House of Representatives is set to vote on the impeachment of President Bill Clinton. The vote is expected to be a close one, with the House likely to impeach the president. The impeachment is based on charges of perjury and obstruction of justice. The House is expected to vote on the impeachment in the next few days. The Senate will then hold a trial to determine whether the president should be removed from office. The impeachment is a historic event, and it is expected to have a major impact on the future of the United States.

# Clinton's advisers more economic

By Andrew Jackson

President Bill Clinton's advisers are becoming more economically conservative, a move that critics say is a sign of the president's growing uneasiness about the economy. The advisers, who include Vice President Al Gore and Treasury Secretary Robert Rubin, are expected to be more focused on reducing the federal deficit and promoting economic growth. Critics argue that the advisers' new focus is a sign of the president's growing uneasiness about the economy. They also say that the advisers' new focus is a departure from the president's earlier economic policies. The advisers' new focus is expected to be announced in the next few days.

# Current expansion could become the longest on record

By Andrew Jackson

The current economic expansion in the United States is expected to become the longest on record, a move that critics say is a sign of the economy's growing strength. The expansion, which began in 1991, is expected to continue for several more years. Critics argue that the expansion is a sign of the economy's growing strength. They also say that the expansion is a departure from the economic policies of previous administrations. The expansion is expected to be announced in the next few days.

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## ASIA-PACIFIC

## CONCESSION ON PROFITS REPATRIATION

## Malaysia to ease rule on share deals

By Sheila McNulty  
in Kuala Lumpur

Malaysia's government yesterday eased its rule on share sales from the country by drawing the proceeds of share sales from the country before September 1.

Daim Zaidin, finance minister, announced yesterday that investors could now take out their funds before September but must pay an exit tax on the principal.

Malaysia's controls, imposed last September, as part of a package of measures, have stabilised the currency and encouraged world leaders to take seriously the country's concerns about the need to regulate capital flows, but they have infuriated equity investors.

Since controls were imposed, foreign investment in the share market has ground to a halt, and much of the foreign and local brokerage community has withdrawn or cut staff, ending Malaysia's long-term dream of becoming a regional financial centre.

Loosening the controls was politically risky for Mahathir Mohamad, the prime minister, who announced them personally and has held foreign investors responsible for the recession in Malaysia.

Mr Daim sought to maintain Dr Mahathir's nationalistic tone by inviting only Malaysian journalists to be briefed on the change.

But the change in the regime is still a clear response to foreigners' complaints, and follows recent high-level briefings of foreign investors by the Malaysian authorities, in an attempt to win them back.

According to the finance ministry, the new exit tax on principal will be on a sliding scale from 30 per cent for funds repatriated within seven months from the date of the investment or when the controls began, down to

zero for principal repatriated after September 1.

From September, only profits on equity investment will be subject to a 10 per cent repatriation levy.

A different regime will apply to investments made on or after February 15 this year. A 30 per cent tax will be levied on profits from these investments. If the profits are withdrawn within a year, there will be no tax on principal.

If the profit on these investments is repatriated more than 12 months from when the profit was made, the levy will be reduced to 10 per cent. Analysts said some fund managers, trapped in Malaysian investments since the controls were introduced, would probably leave immediately.

A number of funds are not allowed to invest in countries such as Malaysia, which are not part of main world stock market indices. But the same analysts believe many fund managers will choose to wait until September 1, when they can leave without paying taxes.

That leaves open the possibility of a mass exodus of funds on that date. Estimates of the amount of foreign money in the market vary considerably, though many put it around \$600m. If the bulk of those funds were to leave at once, economists say that would put extensive pressure on the government's ability to maintain the ringgit peg at M\$3.8 to the US dollar, the centre-piece of the controls.

Some analysts believe that the change to the share market restrictions might be enough to get Malaysia back on major indices so investors can stay.

But Song Seng Wun, regional economist at G.K. Co Research, said: "Sentiment hasn't changed much. This is essentially a fine-tuning of existing regulations. Capital controls remain in place."

## Chinese products seen in 'oversupply'

By James Kyng in Beijing

China announced yesterday that two-thirds of its key manufactured products were in oversupply and none in short supply, as it set forth ways to tackle sluggish consumer demand and address some of the pressures that have arisen from its decision not to devalue its currency.

Official newspapers said yesterday that the production of some 114 low-quality manufactured items should be slowed or halted over the next few months as a way of reducing inventories, which

have depressed prices and slashed corporate profits.

Many of the goods named, such as steel, petrochemicals, textiles and construction materials, have suffered sales declines because of competition from smuggled imports made cheaper by the depreciation of regional currencies against the renminbi since mid-1997.

Beijing's hope is that it can disperse some of the pressure for a devaluation from hard-hit industries by intensifying its fight against smuggling, and urging companies to cut production, in

the expectation that a consequent rise in domestic prices can reverse 14 straight months of deflation.

The China Economic Times, a newspaper run by the State Council or cabinet, said that 66.7 per cent of 905 key manufactured products in China were in oversupply, up by 34.7 percentage points since the second half of last year. No goods were found to be in short supply, government researchers said.

World oil prices have declined to levels significantly below China's subsidised domestic price, meaning that petrochemical

plants are anxious to buy smuggled oil to use as a raw material to cut costs. This hits domestic oil producers and is of little use as China's petrochemical output is in oversupply and is still more expensive than that of regional competitors, who have benefited from depreciation of their currencies.

Officials said last month that petrochemical plants in China should scale back production. The government also announced this year plans to halt investment in new steel plants, and to

close down 25,800 coal mines with the loss of 400,000 jobs. Many textile factories are also due to shut.

Cement and glass production is also expected to fall significantly this year, as many factories close.

But though such measures appear likely to alleviate oversupply, they may have little power to stimulate spending by consumers, who are fearful of unemployment and anticipating increased future costs as China rolls back its benefit system.

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## HK 'public interest' a factor in the sparing of Sally Aw

Top law official's concerns for Sing Tao group's well-being are not echoed in other parts of the territory, writes Louise Lucas

Hong Kong's top legal official yesterday defended her decision to prosecute three newspaper executives for fraud but not its proprietor.

She said there was not enough evidence to charge Sally Aw, chairman of the group that owns the Hong Kong Standard. There had also been public interest concerns about the survival of Miss Aw's publishing group, Sing Tao.

The three executives were imprisoned last month after being found guilty of fraud when they inflated the circulation figures of the Standard by printing extra copies and dumping them.

A public outcry followed, amid accusations that good connections had put Miss Aw above the law. Miss Aw serves on a political advisory body to Beijing, and Tung Chee-hwa was a director of Sing Tao before he became Hong Kong's chief executive.

Elsie Leung, secretary for justice, yesterday sought to allay those concerns, which had intensified with the leaking of interview documents from the Independent Commission Against Corruption. The anti-graft body had uncovered the scam in the first place.

In these interview transcripts, Miss Aw said she approved the plan to inflate circulation figures, although

adding that the method was not discussed. Yesterday, Miss Leung said this partial disclosure of statements was unfair to Miss Aw.

Far from obstructing public interest by not prosecuting, Miss Leung said her decision was in part based on public interest. Sing Tao then, as now, was facing financial difficulties, and a prosecution would be an obstacle to restructuring, she said.

"If the group should collapse, its newspapers (which include one of only two English newspapers in Hong Kong) would be compelled to cease operation. I wish to add that several other newspapers had folded in late 1998, 1997 and 1996."

Miss Aw is one of the minority of Hong Kong's tycoons to have been born to riches, only to lose it: that of Li Ka-shing or Jimmy Lai, refugees who arrived penniless in Hong Kong and went on to amass huge fortunes.

Miss Aw inspires little of the respect or warmth some of her fellow-tycoons enjoy. One insider critic describes her as "the empress dowager within her own rhetoric" she is very effective but completely misunderstands the modern world and conduct of affairs.

Ill-timed forays into Australian real estate and peripheral businesses have bled the group, which is now down to one non-core business, a small dental practice.

ability to employ anyone?" Miss Leung's concerns for the well-being of Sing Tao have not been echoed in other parts of Hong Kong. On Tuesday, the High Court blocked the latest attempts to sell a stake of the company, by refusing the buyer a validation order.

That Miss Aw needs a court order to sell a 23 per cent stake in Sing Tao is a measure of how far her fortunes have fallen: bankruptcy petitions have been filed against her, and under Hong Kong laws she is not completely free to sell her own assets.

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Sally Aw: she was born to riches only to lose them

Past deals show the hallmarks of ill-conceived investments and have fallen foul of regulators. The acquisition of a stake in Jademan, a loss-making publishing company, shows both.

Sing Tao and Miss Aw - hybrid vehicles combining the public and private companies are typical of Miss Aw - were found to have breached the territory's takeovers and mergers code by acting in concert with the former chairman of Jademan to obtain or consolidate control in Jademan.

More recently, last year Miss Aw received an unsecured loan of US\$1.5m (994,000) from a Sing Tao subsidiary, without seeking independent shareholders' approval or announcing the deal - an oversight which contravened Hong Kong listing rules.

When it came to light, the

loan, plus interest, was repaid. Sing Tao is now being hammered by events beyond its control: a falling property market and recession-induced belt tightening.

For a newspaper that specialised in property (formerly a lucrative source of advertising revenue and readers), this has been a "double whammy".

The Standard, which turned in a modest profit last year, has long lost money and fought a losing battle against the stronghold enjoyed by the South China Morning Post. It was against this background that the scam to boost its circulation was conceived.

Miss Leung, in her decision not to prosecute, may have helped keep afloat the 61-year-old Sing Tao Group. Whether bankers and investors will be as considerate remains to be seen.

## Internet telephony licences promised

By James Kyng in Beijing

China's telecoms ministry retreated yesterday from previous expressions of outrage over internet telephony in China, saying licensed companies would be permitted to offer low-cost international calls over the internet sometime later this year.

But Wu Jichuan, the minister of information industry, insisted that the responsibility for licensing internet telephony operations belonged solely to the ministry, which he said was responsible for ensuring the development of a strong, dominant state carrier, China Telecom.

Another senior ministry official, Zhang Chunjiang, accused foreign companies of colluding with illegal Chinese firms to offer internet telephony services, which cost China Telecom "billions of renminbi" in lost revenue last year.

"This is tantamount to information smuggling... We will crack down very harshly on these illegal internet phone operations," Mr Zhang said.

He said business licences for internet telephony services would be provided later this year, but he did not say which companies would receive them. Analysts suggested that Unicom, the second state carrier, could be granted a licence.

Last month, a court in the south-eastern province of Fujian ruled that a local shop offering international internet calls was not acting illegally because internet technology differs from traditional telephone services. The ministry of information industry fulminated against the ruling, and claimed that the judge did not know what he was doing.

In the past, such a powerful ministry would probably have been able to prevail against a provincial court decision, but China's top leaders now say they are building the "rule of law". "We respect the court's judgment in this case," Mr Zhang told a news conference.

One internet telephony operator in Fujian said he had been emboldened by the court decision and was now advertising his product openly in newspapers. "It costs RMB 1.2 (14 cents) per minute to call America, compared with RMB 18 with China Telecom," said Zhang Yun Fei, who was installing the technology for 300 corporate clients. But, Mr Zhang said, there were problems with local officials, who argued his business was unlicensed and therefore unlawful.

Analysts said the threat to China Telecom was considerable.

## Beijing drafts new laws governing bankruptcies

By James Harding in Shanghai

China's central bank is drafting rules to govern the failure of financial institutions, in a sign that the government may be preparing to handle more closures.

The move on closures and bankruptcies, reported in the official Economic Daily yesterday, suggests Beijing is coming to grips with the destabilising effects on lending

of its abrupt decision last October to shut down Guangdong International Trust and Investment Corporation (Gitic).

At the same time, foreign banks have run into trouble with loan repayments by another two corporate Chinese borrowers, further illustrating how companies in China are struggling amid a tightening credit squeeze.

Shenyang International

Trust and Investment Corporation, a fund-raising vehicle for the north-eastern Chinese city struggling with the closure of state-owned industries, has defaulted on a number of bilateral loans with foreign creditors. Meanwhile, European bankers said yesterday other overseas lenders were negotiating to recover funds on a \$300m loan to China International Iron and Steel Invest-

ment Corporation, a government investment agency for the industry. Foreign bankers, whose loans account for the bulk of Gitic's \$4.37bn outstanding debts, have generally stopped new lending to corporate Chinese borrowers and sought to claw back funds by refusing to roll over short-term loans.

Mike Murad, chief executive of the International

Bank of Asia, said this week that IBA's lending to China had come to a standstill.

"Banks right now are facing difficulties as far as how they are going to handle China," he said, suggesting that no new loans would be made until the regulatory environment was clarified.

Two of the largest international banks operating in China are also understood to have been told by their head

offices in Japan and Germany that no new loans to Chinese borrowers will be approved for the time being.

Shenyang ITC, one of the 239 trust and investment companies that have been a channel for foreign investment into the construction of China's provincial infrastructure, offered little comment on its debt repayment problems. An official said the company had been in

discussions with creditors

"on the payment delay of very few debts... On the issue of whether we can repay our debts, to be honest, it is not convenient to answer that question."

Foreign bankers have also sought assurances from central government that they will be repaid after problems arose on a loan to China International Iron and Steel Investment Corporation.

## Indian current account 'worsening'

By Mark Nicholson in New Delhi

India is headed for its worst current account performance since the external crisis of 1990-91, which forced the country to embark on liberalising reforms, according to a leading economic think-tank in Delhi.

A "considerable worsen-

ing" of India's trade deficit looks set to leave an \$8.8bn current account deficit for the fiscal year ending next month, says the semi-independent National Council of Applied Economic Research (NCAER). This would push the current account deficit beyond the "prudent" threshold of 2 per cent of

gross domestic product to the highest level since 1990-91.

The NCAER says in its latest quarterly report that expected export growth of just 2 per cent this year - the figure for the first 10 months is so far negative - and a likely 6 per cent growth in imports will leave

a trade gap of \$18.6bn against \$16.3bn a year earlier. This would represent an "alarming" trade deficit above 5 per cent of GDP.

The council's report notes that much of the blame for India's poor trade performance lies in slowing global trade since 1996 and the Asian crisis.

## Pressure builds up for BoJ to buy government bonds

By Gillian Tett and  
Michiko Nakamoto

When Masaru Hayami, Japan's central bank governor, was called to testify to the country's parliament yesterday, historians might have felt an ominous sense of déjà vu.

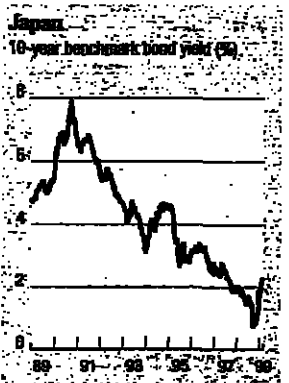
Sixty years ago, in the run-up to the second world war, Japan's central bank was forced by politicians to buy Japanese government bonds (JGBs) to fund a spending spree.

This triggered a disastrous inflationary spiral, and later prompted the government to ban the Bank of Japan (BoJ) from buying bonds directly from the government.

But yesterday, Mr Hayami was faced with pleas from some Japanese politicians that the BoJ should do just that. The question mesmerising the markets is whether the bank will succumb to the pressure a second time, with similar, risky consequences.

Mr Hayami insists that the answer is No. Buying JGBs directly "is not a viable option at all", he told parliament, insisting that the move would shatter the bank's credibility after it won independence last year.

But the pressure on Mr Hayami is rising fast, as bond yields tumble. The bank is already facing accusations that it has not done enough to boost growth in Japan. "The BoJ is slacking," says Kozo Yamamoto, an LDP parliamentarian and a former



Japan's 10-year benchmark bond yield (%)

JGB purchaser. Some politicians want the bank to fill the gap, to avert further bond price falls before the end of the 1998 fiscal year.

A second, broader reason is that Japan seems to be moving into a deflationary trap. The bank cannot easily avert this by slashing the official interest rate, as this is a mere 0.5 per cent.

But economists point out that if it buys JGBs it might create inflation, since this would give the government more "cash". This, the argument goes, could boost growth overall, and help soften the spiralling national debt burden.

As one senior government official recently admitted: "I think in the long term a little inflation may be the best solution."

The bank retorts that creating "a little inflation" is extremely risky. For what started as a limited step in the 1930s rapidly spiralled out of control, with politicians using it as an excuse to raise spending further.

"This would be a huge gamble," one senior bank official recently said. "If you lose central bank credibility, it will take another 50 years to recover it."

Outside the bank, many of Japan's naturally conservative bureaucrats would agree.

If the bank did this, "the message to the markets would be that the BoJ has abandoned its responsibility, and interest rates could rise further - or the yen could col-

lapse," says an official at the Ministry of International Trade and Industry.

Given this lack of consensus, most observers suspect that Mr Hayami can fend off the politicians' demands for the moment. Some are suggesting that the bank's next move will be to offer token gestures of "alternative" action.

One idea is that the bank should lower interest rates to zero soon.

Another proposal is that it should "reshuffle" its balance sheet, by selling some of the ¥20,000bn in government short-term securities that it holds, and replacing them with 10-year JGBs bought from the market, rather than the government.

But if the economy worsens later this year, this may not be enough to fend off the politicians' demands, despite Mr Hayami's obstinate nature.

As most bureaucrats know, another hallmark of the 1930s was that the financial officials rarely stayed in their posts long.

Mr Hayami could yet prove dispensable, given that he is already 73. As Brian Rose of Warburg Dillon Read says: "With an election looming [next year] and growing pressure from the rest of the world, we can envisage a scenario where Governor Hayami steps down to make room for someone with a more 'flexible' attitude."

Editorial Comment, Page 15

## Nigeria bows to IMF on oil company audit

## Sports body takes

## Tanker charter

## Disaster-hit Central America pleads for US trade openings

James Wilson



## CIVILIAN GOVERNMENT DUE IN MAY

## Nigeria bows to IMF on oil company audit

By Michael Holman, Africa Editor, in London

Nigeria has for the first time accepted external auditing of the accounts of the state-owned oil company as a condition of the country's new provisional deal with the International Monetary Fund.

The military government, due to hand over to civilian rule at the end of May, will also provide the IMF with monthly figures of foreign exchange flows and from the country's central bank.

The deal, intended to address creditor and donor concerns about corruption and to tie in the proposed civilian administration to transparent government, are among terms set out last month in a policy memorandum to Michel Camdessus, the IMF's managing director, from Ismaila Usman, Nigeria's finance minister.

A memorandum from Mr Usman to the IMF goes to the country's military executive shortly, and although it is expected to be approved, Fund and other officials warn that implementation will encounter strong opposition from vested interests.

Oil exports of just under 2m barrels a day account for 95 per cent of foreign

exchange earnings, and the sector directly or indirectly provides much of the patronage that controls the country's political system.

The document warns the country faces "daunting challenges", with a 1.6 per cent fall in gross domestic product forecast for this year.

Low prices saw oil earnings fall from \$14.9bn in 1997 to \$9.3bn in 1998, and the current account trade balance swung from a surplus of \$1.9bn to a deficit of an estimated \$3.1bn (9.1 per cent of GDP) over the same period.

External debt at the end of last year was stood at an estimated \$28.5bn, including \$17.7bn arrears, almost entirely to Paris Club creditors.

The memorandum places emphasis on ways to control the Fund, and sceptical creditors that Nigeria is determined to put its house in order and pave the way to debt rescheduling and fresh loans.

Recognising the need for what it calls "greater transparency", the memorandum promises to bring the notoriously lax management of the Nigerian National Petroleum Corporation under what



Oil exports account for 95% of foreign exchange earnings

would be unprecedented public scrutiny.

"Externally audited accounts for 1998 will be completed and submitted to the office of the Auditor General by June 1999, and published shortly thereafter," says the memorandum.

"A full accounting of the NNPC, including all oil revenue and related spending, will be published."

The memorandum also promises that "information fully accounting for foreign exchange inflows to, and

outflows from, the Central Bank of Nigeria (with large transactions separately identified) will be provided to the IMF each month during 1999."

In addition to allowing close Fund monitoring of the NNPC and the bank, the memorandum says the government "intends to conduct, with the assistance of the IMF, a thorough review of the laws establishing the main principles and institutions" of government by the end of May, the date set for the handover to a civilian administration.

## Dutch to probe El Al crash

By Jeremy Gray in Amsterdam

The Dutch government yesterday launched a fresh inquiry into allegations that the El Al jumbo jet which crashed into an Amsterdam suburb more than six years ago was carrying a dangerous load, including substances used to make sarin nerve gas.

The latest probe comes amid mounting concern that the Dutch authorities - which had long insisted that the cargo was harmless - had tried to hush up its exact contents. Since the 1992 disaster, which claimed at least 50 lives, hundreds of people in the area have suffered health problems, some of them similar to those experienced by soldiers exposed to chemical weapons in the Gulf War.

Mr S. Koopmans, Amsterdam's chief air traffic controller at the time, told a parliamentary inquiry on Wednesday that transcripts of a taped conversation

revealed El Al, the Israeli state airline, had informed Dutch aviation authorities within 30 minutes of the crash that the Boeing 747 had "explosives on board, cartridges, poison, harmless flammable gases and flammable liquids". Mr Koopmans added that half an hour later, El Al suddenly urged the Dutch control tower to keep the cargo list "under wraps".

Suspicions were further fuelled when it was disclosed that the recording, which was handed to the committee two weeks ago, had been tucked away in a Schiphol airport safe for the last six years.

Mr Koopmans' claims were later denied by both El Al and F. Erhart, head of the initial probe at the scene of the disaster, who testified that he had found no traces of dangerous substances on the flight, which was bound from New York to Tel Aviv via Amsterdam. Moreover, Mr Erhart maintained that the matter was "based on a misunderstanding" and that the air bills had probably been muddled with those from an earlier El Al flight, which he said unloaded munitions in Amsterdam.

The parliamentary inquiry was set up late last year after Dutch media reports that the load included ingredients to produce sarin nerve gas.

The Israeli authorities later confirmed that the cargo included the chemical DMMP, which is used in making sarin, but asserted that the substance itself was non-toxic.

Yesterday, justice ministry officials in Amsterdam and Haarlem launched a separate investigation to determine whether there was a conspiracy to conceal the contents of the shipping list. This probe will also concern itself with other issues such as the missing cockpit recorder.

Mr Samaranch cannot escape the fact that the vote-selling scandal over bidding for Olympic venues has occurred during his presidency.

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Critics say nothing but a wholesale reorganisation and democratisation of the Olympic movement will restore faith in the institution.

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## 'FAILURE OF INTERNAL ORGANS'

## King Hussein flies home as health worsens

By David Gardner, Middle East Editor, in London

King Hussein of Jordan was last night in critical condition and being flown home from the US clinic where he was being treated for cancer.

A statement by his personal physician said the veteran monarch's condition had deteriorated after "the failure of the function of internal organs", following a bone marrow transplant to counter a recurrence of non-Hodgkin's lymphoma. He is expected to arrive in Amman today.

As King Hussein's illness has worsened over recent weeks, Jordan's western and Arab allies have expressed worries about the future of the desert kingdom - surrounded by powerful neighbours such as Iraq, Israel and Syria which in the past have not hesitated to intervene in its affairs.

The king, who has ruled Jordan for 46 of his 63 years, had undergone chemotherapy and an earlier bone marrow transplant at the Mayo Clinic in Rochester, Minnesota, during six months of treatment last year.

Last month he returned to a tumultuous welcome in Amman, apparently cured. But he immediately astonished Jordanians by sacking his brother Hassan - his crown prince and confidant for 34 years - and installing his eldest son Abdullah, 37, as his heir.

The dynastic upheaval was followed by a collapse in his condition and he returned to the US on January 26, leaving Crown Prince Abdullah, the commander of the Jordanian army's elite Special Forces, as his regent.

Jordanians have been bracing themselves for the death of the only ruler most of them have known, since King Hussein's first bout of cancer in 1992. But few had

expected the internal struggles of the Hashemite royal family - an 800 years-old dynasty from the Hijaz in what is now western Saudi Arabia - to come so messily into the open.

In a letter to Prince Hassan made public shortly before his return to the US, the king accused his brother of intrigue, smearing his fourth wife Queen Noor, and most strikingly, of meddling in the armed forces.

Jordan's population is around two-thirds Palestinian in origin, and Hashemite rule is based ultimately on an army staffed and led by Bedouin tribesmen from the south and east of the country.

Late last week, Madeleine Albright, US secretary of state, flew to Amman to declare publicly Washington's support for Crown Prince Abdullah, and pledged additional economic and military aid.

Despite having followed a rigorous programme of structural reform overseen by the International Monetary Fund, Jordan's economy is in deep trouble. Eight years of UN sanctions against Iraq have shut down its main market, while the cross border investment and trade the king envisaged would follow peace with Israel has not materialised.

The 1994 peace treaty with Israel, always unpopular, has become widely reviled since the regional peace process came to a halt under the Israeli government of Benjamin Netanyahu, elected in 1996.

President Bill Clinton, speaking before a gathering at the "National Prayer Breakfast" yesterday, said: "I ask you to pray for our King Hussein, a wonderful human being, a champion of peace who, I promise you today, is fighting for his life mostly - so he can continue to fight for peace."

## Sports body takes moderate line on doping

By Pat Butcher in London

With all the gravitas they could muster in the middle of the vote-buying scandal, and with the cachet of prominent members of governments from around the world present, Olympic administrators yesterday announced new proposals against drug-taking in international sport.

At the conclusion of the three-day World Conference on Doping in Sport at the

International Olympic Committee headquarters in Lausanne, Switzerland, measures to penalise not only athletes involved in doping, but their entourage as well were mitigated by high-profile opposition to sanctions.

There is to be a streamlining of the testing and appeals procedures, to ensure no conflict with national and international law, but transgressors of the Olympic Movement Medical Code can now include

"coaches, instructors, officials, and all medical and paramedical staff working with athletes or treating athletes".

An independent International Anti-Doping Agency, to which the IOC has committed \$25m, should be operational by the Olympic Games in Sydney in 18 months' time.

There is to be a minimum two-year sanction for a first doping offence across the Olympic sports, yet a pro-

viso of "possible modification" has been criticised following widely quoted remarks by Sepp Blatter, the president of football's world governing body Fifa, and Hein Verbruggen, president of the International Cycling Union. Both finally agreed with the two-year sanction, but said they needed to take it back to their federations before implementation.

Mr Blatter's suggestion that amateurs and professionals should be penalised differently is seen as disappointing.

Mr Verbruggen suggested that anti-drug legislation was a waste of time, which, coming after the Tour de France episode last summer is regarded as compounding an oversight.

These proposals may not be enough to save the presidency of Juan Antonio Samaranch. He has been openly criticised by members who have discreetly supported him in the past.

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## Tanker charter rates predicted to decline

By Charles Batchelor, Transport Correspondent

Charter rates for larger tankers are expected to fall over the next two to three years as new ships come into service at a time of flat demand, according to an annual review by Petroleum Economics consultancy.

But the outlook predicts that demand for tanker capacity will increase and that prices will rise again

after this downturn, provided the oil price remains low. The review says the slowdown in new exploration spending will mean that the world will become more dependent on Middle East sources of oil.

New ship orders rose to a 20-year high in 1997-98 while scrapping levels fell because of strong demand for crude oil tankers. Average charter rates for very large crude carriers (VLCC) were the

highest for 16 years in 1997.

As these new ships come into service over the next few years rates for VLCCs and 120,000-dwt tankers are projected to fall and could return to the lows of 1992-94, the review said. Smaller vessels will not be so badly affected.

The daily spot rate for a 190,000-buillt VLCC could fall from \$25,750 last year to \$21,750 in 2000 with a slight rise to \$22,500 in 2002. Older

VLCCs are likely to fall from \$20,750 to \$16,750 in 2000 recovering to \$17,500 in 2002.

The next few years will also see a change in trade flows, according to forecasts. Lower volumes of crude oil are expected to be moved from the Middle East to the west but larger tankers will be required to move oil from the Atlantic basin - North Sea, off-shore Africa and Brazil, Venezuela and the Gulf - to the Asia-Pacific region.

In the products markets, Middle East exports to Asia are likely to decline but this could be more than compensated for by growth in Middle East shipments to the US and Europe. In the slightly longer term, however, provided oil prices stay at present low levels of \$10-\$12 per barrel, charter rates could rise steeply, the review said.

The exploration slowdown in non-OPEC areas could limit any expansion of short-

distance oil shipments leaving room for substantial increases in shipments of long-haul Middle East crude.

Spot prices for 1998-built VLCCs could rise from \$25,750 to \$37,000 in 2005 and \$41,250 in 2010. Older tankers could rise from \$20,750 last year to \$36,250 in 2010.

*World Tanker Outlook to 2010, Petroleum Economics, 3, Lloyd's Avenue, London EC3N 3DS. Tel +44 (0) 171 553 2000. £1,000.*

## Disaster-hit Central America pleads for US trade openings

James Wilson reports countries hit by Hurricane Mitch need to export to rebuild themselves

Talk of furthering Central America's painful recuperation from Hurricane Mitch brings out the old analogy about the difference between giving a man a fish to eat and giving him the means to catch one.

While continued international aid is vital, those involved in rebuilding say the devastated region really needs the chance to trade its way to sustained recovery.

For Central America, that means a helping hand from the US, by far the region's biggest trading partner. In hard lobbying with Washington - to be continued when President Bill Clinton arrives for a summit next month - the countries hit by Mitch are once more pressing for improvements to the Caribbean Basin Initiative, the 19-year-old US trade regime that is one of the region's most important gateways to US markets.

After the hurricane there is plenty of public goodwill. This week a bipartisan trio of US senators unveiled a proposed Central American and Caribbean Relief Act, which would make CBI

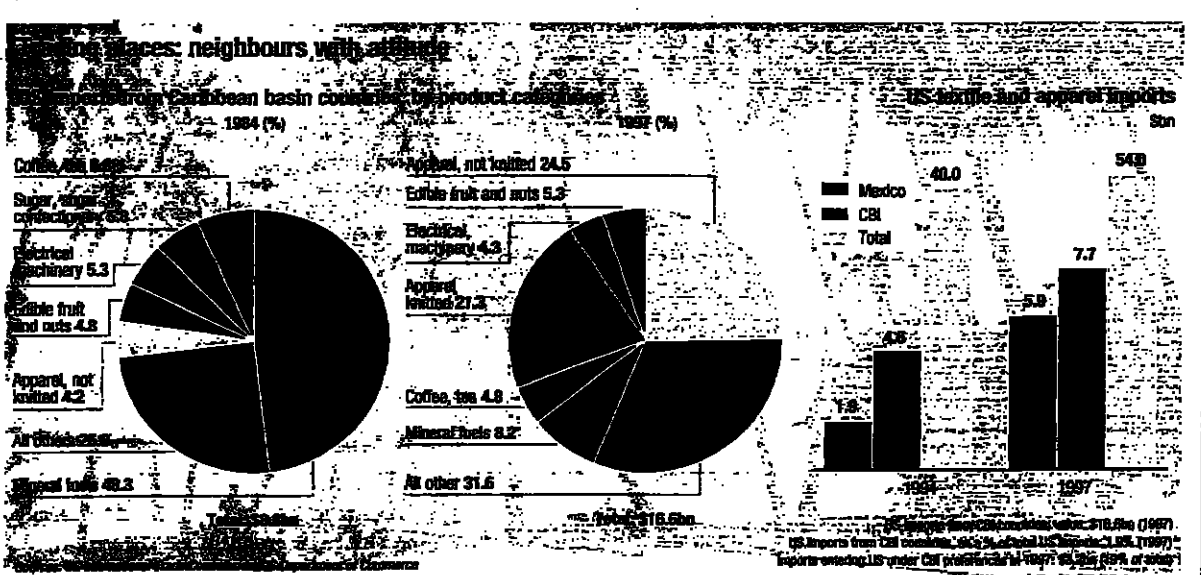
enhancement a central plank of a broad aid package for the area, which includes 24 countries of Central America and the Caribbean. There are also pledges of support from the Clinton administration.

However, with Mr Clinton's authority undermined by impeachment, with different ideas in Senate and Congress about what to do on CBI, and with opposition from powerful lobby groups, any trade deal is likely to fall short of the region's hopes.

Nor is a disturbing US trade deficit an auspicious backdrop for any moves to free trade further. The White House's own intentions, set out in the 2000 budget package announced on Monday, are to give CBI countries only a two-year window of expanded trade benefits on textiles and apparel.

One Senate official says: "There is more motivation [to enhance CBI trade] as a result of Hurricane Mitch, but you also have to realise that the political dynamics are still there, and it raises a question mark as to how much you can move as part of a CBI package."

Changes to the CBI have been a regular demand of beneficiary countries in Central America and the Caribbean since regional rival Mexico strengthened its



trade links with the US through the 1994 North American Free Trade Agreement. While CBI cuts duty levels on many products, its advantages are not as comprehensive as Mexico's under Nafta.

The biggest bugbear for CBI countries remains treatment of apparel exports. Location and cheap labour make the CBI countries attractive for US garment manufacturers, which have established scores of factories to assemble clothes cut from US fabric that are then re-exported to the US. In 1997, apparel made up 46 per cent of the US's \$16.5bn of imports from CBI countries.

But apart from one special programme, textiles and apparel are excluded from CBI and apparel finished in CBI countries is still subject to duty on the part of its value added locally. Studies by the US International

Trade Commission show that typical garments from CBI countries pay overall duty of 5.8 per cent. Similar imports from Mexico attract no duty.

After the hurricane's huge setback, creating assembly plant growth is even more of a priority. Costa Rica's president, Miguel Angel Rodriguez, says: "For small countries, in order to have more attraction for investors, you need to have access to markets. That is what creates the opportunities."

Luis Cosenza, president of the Foundation for Investment and Development of Exports in Honduras, says: "To compete products we have had to produce with a minimum of national content, because of the present tariff structure. We hope that as a minimum we can change that situation and be allowed to add more value to

the product." Last year, he says, Honduras's \$2bn of apparel exports included just \$400m of locally added value.

But changes to CBI are dependent on the US Congress, which has several times previously failed to back similar moves.

Democrat Senator Bob Graham, one of the men behind the introduction of a relief bill this week, has also been behind earlier efforts to help, and is a recent visitor to the region. But political reality and an active textile lobby indicates Mr Graham's package would fall short of Mexico-type treatment.

"He feels it is very important to give them something. This is legislation with less than complete parity in the interests of some progress," says a staff member close to the plans.

"Where you run into problems is if you allow [CBI countries] to get duty free

treatment on regional [rather than US] fabrics, because then the textile manufacturers will oppose."

Any bill has also to find support in the House of Representatives - and it has previously been at odds with the Senate, with key congressmen favouring more far-reaching free trade laws.

"There is going to have to be some hard thinking done to bridge the gap between the House and the Senate, and within the House," said a House official.

Mr Cosenza acknowledges the political situation does not favour moves towards trade opening. "It all depends how ambitious we are. The more ambitious we are the less probable it is from the political point of view. But I think we will get something. We hope that the situation that affects our countries allows some opening to the US market."

## NEWS DIGEST

## DEMAND FOR EU-WIDE ACCORD

## Brussels moves against Dutch-US aviation deal

The European Commission has started legal proceedings against the Dutch government for concluding a bilateral aviation deal with the US which the Commission says distorts the European Union's liberalised air market



## BRITAIN

NORTHERN IRELAND PARTIES URGED TO SHOW COURAGE AS PARAMILITARY ACTIVITY INCREASES

## Minister insists ceasefires intact

By John Murray Brown  
in Dublin

Ceasefires in Northern Ireland were intact despite a rise in punishment attacks and recent disclosures about paramilitary weapons, Mo Mowlam, chief Northern Ireland minister in the UK government, said yesterday.

The peace process was entering "a very difficult period", she said outside the prime minister's residence in Downing Street, London. She urged everyone involved to show the "determination, flexibility, courage and just sheer guts" to move forward.

Her statement came after

the Irish Republican Army disclosed in the journal *An Phoblacht/Republican News* that some of its weapons had been "stolen" by republican opponents of the peace process and not all had been recovered.

Claims that the anti-republican Ulster Volunteer Force was rearming were confirmed by the Progressive Unionist party, its political wing. "They are not threatening the ceasefire or the agreement, but they are getting edgy and they are getting edgy as well," said David Ervine, the party's chief negotiator.

Meanwhile, the opposition Conservative party continued to demand a halt to releases of paramilitary prisoners until punishment attacks ceased. Government officials said it would be difficult to prove that a paramilitary organisation had broken its ceasefire. That would probably require a public claim of responsibility after an attack on police or the British army. Punishment beatings are carried out against members of the paramilitaries' own communities so that, to use police terminology, there is no "sectarian" motive.

Northern Ireland police believe the IRA and its "loyalist" rivals can stop them at will.

On Wednesday, the IRA was accused by two former Irish justice ministers of "widespread intimidation" of witnesses in a case in the Irish Republic against four IRA suspects accused of killing Gerry McCabe, an Irish police detective, near Limerick in the republic in 1996. State lawyers agreed to a plea bargain, with the defendants charged with the lesser offence of manslaughter and the charge of IRA membership dropped. Sentence is to be passed today.

Officials in the Irish government are "increasingly impatient" with the republicans' failure to address the arms issue. Publicly the government is more supportive.

But Ken Maginnis, the Ulster Unionists security spokesman, said the IRA was seeking to "explain away" forensic evidence linking it to recent violence. He said Ms Mowlam knew the culprits. "She knows the answer, but the one thing she may not be able to resist is concrete evidence that guns that were previously used or known to belong to the IRA are now in recent times being used once again."

## Governing party takes wider lead over Scots nationalists

By James Buxton in Edinburgh

The governing Labour party's hopes for the first elections to the Scottish parliament were boosted yesterday by an opinion poll showing an increased lead over the Scottish National party.

It also put Donald Dewar, chief minister for Scotland, on a substantially higher personal rating than Alex Salmond, SNP leader.

Tony Blair, the prime minister, is to visit Scotland today to warn against voting SNP on May 6. The Labour party was trying to make the Scottish parliament work while the SNP was "simply trying to use the parliament as a ram for independence", Mr Blair told BBC Radio Scotland yesterday.

The ICM poll in the Scotsman newspaper gives Labour a 13-point lead over the SNP, on 44 per cent with the SNP on 32 per cent. Support for Labour is up 6 per cent compared with last month while that for the SNP is down 4 per cent.

The Conservatives, the biggest opposition party, are on 12 per cent, down three points on last month, while the pro-European Liberal Democrats are unchanged on 10 per cent.

If the poll results were translated into seats, Labour would take 57 of the 129 seats in the parliament against 43 for the SNP. But that would not be a majority and it would have to go into coalition. The Liberal Democrats would take 13 seats and the Conservatives 16.

The ICM poll shows Mr Dewar winning the support of 60 per cent of those asked about his potential as first minister of Scotland, against 37 per cent for Mr Salmond. But Mr Salmond scored more highly than Mr Dewar on personality and for standing up for Scotland.

The poll also showed a small majority would vote against independence in a referendum, the first time the poll has produced this result since it began last June. Some 44 per cent said they would vote for independence, against 47 opposed.

Labour believes the relatively favourable poll reflects the effectiveness of its offensive against Scottish independence and the SNP in the past three months.

No buyer has been found for the Seagate Corporation microelectronics factory in Livingston, central Scotland. Investment officials said yesterday. Most of the workforce was laid off yesterday, four months after California-based Seagate announced the closure. The company said that the Scottish operation was no longer financially viable. The building is now to be marketed worldwide through the Locate in Scotland agency.

## NEWS DIGEST

## ROYAL AUTOMOBILE CLUB

## Cendant purchase of motor services group is blocked

The UK government yesterday in effect blocked the planned £450m (\$738m) purchase by Cendant, the US consumer and business services group, of the Royal Automobile Club's motoring services arm. Cendant said it would not go ahead with its bid after a UK government ruling that it would have to sell its own Green Flag motoring services business if it wanted to acquire the RAC.

Kim Howells, UK competition minister, accepted the recommendations of monopolies watchdogs that a merger of the RAC and Green Flag would weaken competition and be against the public interest. Steve Holmes, Cendant vice-chairman, said: "At the outset we explained to the monopolies commission that the divestiture of Green Flag would not be acceptable. Our valuation of RAC Motoring Services was driven by future synergies between the two businesses." Mr Holmes said there had never been any prospect of Cendant disposing of Green Flag - which was "more profitable" than the RAC - to make the deal possible. The £450m saved on the RAC deal would be used to pay down Cendant's debt and to continue its programme of buying back its own shares, he said.

The RAC plans a public offering of its motoring services offshoot this year which is expected to raise considerably less than the £450m price agreed by Cendant. The RAC has not ruled out the possibility of a trade sale.

The competition ruling will defer once again the prospect of the RAC's 12,000 club members receiving a pay-out from the disposal of the motoring services arm. It is also likely to mean they will receive less than the £33,000-£35,000 originally hoped.

**The RAC saga**  
Mar 1998 RAC chairman Jeffrey Rose tells members he plans to demerge motoring services  
Apr Rose sacked for not consulting board. Nevertheless board says it will go ahead with sell-off of motoring arm. Cendant makes bid  
May former RAC members apply to rejoin in search of windfall  
Jun RAC members vote in favour of sale  
Jul High Court in London approves sale to Cendant  
Sep Cendant deal is referred to Monopolies and Mergers Commission

Charles Batchelor, London  
See Comment in Companies & Finance: UK

## TELECOMMUNICATIONS

## AT&amp;T buys research labs

AT&T, the US-based telecommunications group, has acquired the Olivetti & Oracle Research Laboratory based in Cambridge, England, and will invest a minimum of £30m (\$49m) in the project over the next six years. The renamed AT&T Laboratories Cambridge will focus on research into networking, multimedia and mobile communications systems, working closely with AT&T Labs research centres in the US. Professor Andy Hopper founded the labs in 1986 and will continue to direct the work of its 50 full-time research staff. The labs, which work closely with the Cambridge University, have built a reputation as a leading international centre for communications research. "We have always been a communications lab and there is a tremendous synergy and meeting of minds between research in Cambridge and AT&T Labs in the US," Prof Hopper said yesterday. Paul Taylor, London

## TELECOMMUNICATIONS

## Boost for indirect access

David Edmonds, the telecommunications watchdog, yesterday paved the way for a rush of competitors into the mobile phone market with a consultative document endorsing indirect access to mobile networks. Such access, connecting operators without a full network to their customers through a competitor's network, should cut retail prices and widen the range of services customers can use, he said. Mr Edmonds made it clear he believed competition was driving cellular tariffs down and there was no need for regulatory intervention. Ofcom would continue to monitor prices and publish a further review in September 2000. Indirect access is already commonly used by British Telecommunications' competitors on its fixed wire networks.

Companies offering indirect access include Cable and Wireless, First Telecom and Energis. Alan Cane, London

## SEMICONDUCTOR PLANT

## Siemens rejects MBO

Siemens has rejected a management buy-out bid for its semiconductor plant in north-east England. "The government remains committed to using its best endeavours to find a new owner for the plant," said Stephen Byers, chief industry minister, whose parliamentary district includes the factory. "This news simply means that we must redouble that effort." Siemens declined yesterday to say why it was not possible to agree a deal.

Uwe Avies, personnel director at the plant, said sale discussions with interested parties were still being held. But, he said, continuing decommissioning meant the point was approaching beyond which the plant could not be sold as a going concern. Chris Tighe, Newcastle upon Tyne

## DIANA, PRINCESS OF WALES

## Trademark application rejected

An application to trademark the image of Diana, Princess of Wales, has been rejected. The Patent Office said yesterday. The application, originally made by the Diana, Princess of Wales Memorial Fund and later taken over by the executors of her estate, sought to protect 52 colour and black-and-white images of the princess for use with a wide range of goods. The fund was seeking to prevent the use of pictures of the late princess on unofficial merchandise. The patent applicant was not disclosed.

## ECONOMY EURO-ZONE CONVERGENCE URGED

## Surprise interest rate cut prompts calls for more

By Kevin Brown,  
Industry Editor

The surprise decision from the Bank of England, the UK central bank, to cut interest rates to 5.5 per cent prompted calls from business and unions for rapid British convergence with the euro-zone rate of 3 per cent.

Economists said that yesterday's cut of half a percentage point would improve confidence and help hard-pressed exporters by weakening the pound against the euro, although the effects were likely to take some time to flow through.

There was widespread agreement on both sides of industry that rates were unlikely to fall below 5 per cent in the short term because of the danger of renewed inflation and the lack of convergence between the UK and euro-zone economic cycles.

John Bryant, chief executive of British Steel, said there were signs that the monetary policy committee, the bank panel that sets rates, was considering wider issues than inflation. "If there is a clear intention to narrow the gap between the

UK and Europe we would welcome that," he said.

John Monks, general secretary of the Trades Union Congress, said the gap was still significant. "The Bank needs to continue the downward trend next month in order to avoid recession and secure recovery in 2000," he said.

Graham Mackenzie, director-general of the Engineering Employers' Federation, said rates must continue to converge with the levels enjoyed by British manufacturers' competitors in continental Europe. "The adverse differential between UK and European interest rates is not sustainable, and the overall downward trend in UK interest rates should continue towards a realistic level of around 5 per cent," he said.

Ken Jackson, general secretary of the Amalgamated Engineering and Electrical Union, called for convergence. "We would like to see rates fall by a further 1 per cent by the end of this year but we understand there is only so far you can go in one step," he said.

Kate Barker, chief economic adviser to the Confederation of British Industry, the employer's lobby, said

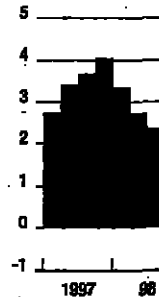
## Surviving the downturn

Business optimism and consumer confidence



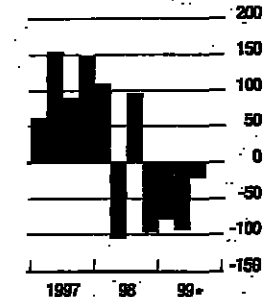
## Real GDP growth

Annual % change



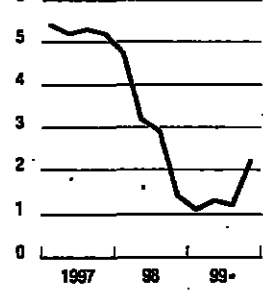
## Employment growth

Actual change quarter-on-quarter (000)



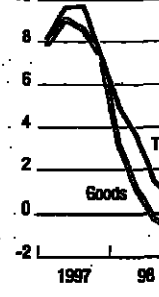
## Retail sales volume

Annual % change



## Export volumes

Annual % change



## Bank of England

Operational interest rate (%)



© 1999 Agorix and Goldman Sachs Research from January 1999 UK Economic Outlook

Source: ONS, CBI, Goldman Sachs, Bank of England

the MPC's "decisive move" was good news for industry but warned that manufacturing was in recession and deflation remained the main danger. "We believe that rates can and should be further reduced to five per cent over the next couple of months without any danger to the inflation target," she said.

Jan Peters, deputy director general of the British Chambers of Commerce, said busi-

ness would cheer the rate cut as a bold move and evidence that the Bank was listening. "The MPC must continue to show firm resolve and bring rates down to a level of 5 per cent by the summer," he said.

Ruth Lea, head of the policy unit at the Institute of Directors, said the MPC was trying to avert a recession and was likely to succeed. "They must be quite confident about inflationary pres-

sures and are aware that there are pockets of weakness in the economy," she said.

Elizabeth Phillips, deputy director general of the British Retail Consortium, said retailers needed a clear positive message. "As there is no evidence of over-heating and the upside risk to inflation is small, we are glad the MPC was confident enough to make this interest rate cut," she said.

## Decision delayed on US radar system bids

By Alexander Nicoll,  
Defence Correspondent

A \$750m (\$1.3bn) competition to supply an airborne surveillance radar system to the Royal Air Force has been delayed in the final stages by uncertainty over the number of aircraft needed to meet the RAF's operational needs.

Days before it was expected to decide which bid

would be recommended to ministers, the Ministry of Defence last week asked the three contestants to submit new best and final offers within seven days. Each bidding consortium is led by a US company: Lockheed Martin, Northrop Grumman and Raytheon.

The ministry's last-minute request - not unusual in a close-run competition - is thought to have been made

to clarify each bidder's pricing for the supply of four or five business jets equipped with an Astor airborne stand-off radar system.

The bidders were thought to have offered differing numbers of aircraft to meet the RAF's surveillance requirement, with at least one proposing five and at least one arguing that four would suffice.

Each has now provided

clear pricing for both four and five aircraft so that RAF chiefs and defence ministry procurement officials - closely watched by the Treasury - can make the decision.

The competition is the ministry's biggest so far under the Labour government, and industry executives said it appeared to be extremely close. The ministry said the government's

decision would come in the second quarter.

Although all the bidders are American, each is lobbying hard with politicians and emphasising the UK content of their proposed product, as well as potential UK jobs and exports.

The radar will enhance intelligence available to British commanders who will use it to look hundreds of miles behind enemy lines.

## Newspaper tycoon's legacy exposes Coopers' lame excuses

The firm was fined \$1.9m for comprehensive failings in the audit of the Maxwell empire.

Jim Kelly asks if self-regulation worked

So was justice done? Coopers & Lybrand - now referred to as Legacy Coopers & Lybrand within the giant firm of PwC - helped create last year - has been fined \$1.2m (\$1.9m) for its failings as auditor for the business empire of Robert Maxwell, the publishing tycoon who drowned more than eight years ago.

Four partners admitted complaints but can keep their jobs and the firm was censured. It is symbolic of the self-regulatory system, criticised widely in recent years, that the final verdict of the Joint Disciplinary

Scheme's tribunal should censure a firm that no longer exists. There is a palpable sense of relief within PwC - a sure indication that much worse was feared and probably deserved.

The report paints a comprehensive picture of audit failure. At its heart was an inability to see the whole picture, despite holding auditor positions at most of Maxwell's 400 companies.

The verdict usefully undermines one of the excuses Coopers has trailed for some time. Because it audited the entities separately, we have been told, it

was prevented by client confidentiality from putting the jigsaw together. But the report makes it clear that the audit partners did not go as far as "as confidentially permitted" in trying to understand what was happening.

It is not the only excuse that now looks a little lame. Another, floated by the UK's Big Five generally, is that they are the only auditors capable of dealing with people like Maxwell. They have a duty to take on such hard cases - and stick with them when the alarm bells ring - otherwise the corporate bullies will simply terrorise a lowly middle-tier auditor. But if Coopers was unable to form a coherent picture of what was going on in the Maxwell empire, it

was hardly in a position to protect society from such dangers.

There is also the issue of reputational risk. The Big Five have always said they must maintain standards to protect their names. The timescale of the Maxwell inquiry undermines this argument fatally. It is 8½ years since Maxwell drowned. The name of Coopers & Lybrand has become an addendum to Price Waterhouse, its merger partner. A key partner has died. And when the reputation of a firm is attacked, most admit - privately - that clients do not care. What happens is simply that the general reputation of all auditors drops another notch. That is hardly a sanction

when the statutory audit is just that - a legal requirement.

Excuses aside, does the fine meet the public's expectation of a penalty? PwC notched up \$15bn revenues last year. Perhaps the JDS - soon to be part of a self-regulatory framework envisaged by the government - should be able to consider more creative penalties.

The Securities and Exchange Commission, the senior US regulator, has recently penalised a Big Five firm - incidentally PwC - for breaches of auditor independence. The SEC, rather than levying a fine, secured an agreement with PwC under which the firm would set aside \$2.5m for

education and training on auditor independence, sign up to a raft of internal reforms and accept an internal inquiry led by an outsider nominated by the SEC.

Last year saw the giant merger that created PwC and the failed merger of KPMG and Ernst & Young. Regulators said there were many reasons why turning the Big Six into the Big Four was dangerous. Here, surely, is another. For self-regulation to work, the regulator needs to have the power to suspend or repeal a firm's licence to audit. But the size of the firms - and their grip on the listed audit market - is such that the use of such a sanction would cause chaos. The Big Five are already too big to punish.

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## AIRLINES MINISTER JOINS DEBATE AS NUMBER OF ROWDY INCIDENTS APPEARS TO BE INCREASING

## Government flight plan aims to throttle 'air rage'

By Deborah Hargreaves  
in London

Passengers dumped in the US after a brawl on a flight from London to Jamaica: an aggressive traveller punching out the window of a jumbo jet in mid-flight; another trying to wrench open a rear door: incidents of so-called "air rage" appear to be mounting.

The British government is concerned by the number of rowdy passengers causing problems in the air and held

talks with the UK's leading airlines this week to discuss what could be done.

John Reid, British transport minister, said: "Fortunately, violent incidents are extremely rare. But the number of times passengers have to be restrained on board aircraft because their behaviour is unacceptable does seem to be growing."

The meeting came as 12 passengers thrown off a Jamaica-bound flight in Norfolk, Virginia, because of allegedly drunken behav-

iour, were flown back to Britain. Airtrons, the original carrier, said the passengers threatened cabin crew, aggressively demanded more drinks and started a fight in the aisles.

The Civil Aviation Authority, which monitors British air traffic, said the number of reported serious incidents on flights had not risen over the past five years, but remained at around 30 to 36 a year. British-registered airlines carry 17m passengers a year.

"But there is a problem in how you record these incidents since different airlines categorise them in different ways," the CAA said. Only the very serious offences are reported to the CAA - those that constitute a threat to the safety of the aircraft.

Mr Reid discussed with the airlines the possibility of setting up a database to give a more accurate picture of incidents in the air.

He also suggested new rules, which could include breath-testing passengers

before take-off. Most "air rage" offences are caused by drunkenness. Some passengers are caught unawares by the increased potency of alcohol at high altitudes and more people than ever are travelling on long-haul flights, where they often drink too much to relieve the boredom.

Airtrons has threatened to sue the travellers ejected from the Montego Bay flight on Sunday for the additional costs of diverting the aircraft.

British Airways last year introduced a system of yellow cards, which are issued to disruptive passengers. These state that the cabin crew will refuse to serve alcohol and can confiscate any duty-free drinks brought on board. The airline also says it will sue travellers for the costs of diverting an aircraft.

"Drunken passengers can be more than a nuisance on aircraft, they really can endanger the safe running of the plane," the CAA said.

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## RECRUITMENT



RICHARD DONKIN

## Military management

Julian Richer is an individualist but he runs his company with the precision of a general

The one advantage of a few days in bed with flu is that it allows you to be distracted. However much you try to read or focus on anything, be it the TV, radio or a game of solitaire, listlessness soon takes over. But it makes for some diverse reading.

History books are particularly useful for whiling away illness because you do not have to start at the beginning and you know how things turn out anyway. Even so it always chokes me to read of King Harold's defeat at the Battle of Hastings. One of my pet theories is that the English never really got over it. More than 1,000 years on, at a recent enactment, the crowd of onlookers were cheering the Saxons and booing the Normans.

I was far too miserable for the Norman Conquest last week so I picked up *The Campaigns of Napoleon* by David Chandler instead and shipped straight to the Battle of Waterloo. Few historians, military or otherwise, can resist playing the "if only" game - if only Goering had continued to

bomb the airfields, if only the tanks at Cambrai had been given sufficient support to exploit their breakthrough, if only the referee had let Sol Campbell's goal stand: that kind of thing.

Mr Chandler played the game so adeptly that I found myself lamenting Napoleon's mistakes. Most of the mistakes, in fact were made by his generals: Grouchy was completely out of it, Soult seemed semi-detached, d'Erlon proved tactically naïve and Ney was plain reckless.

It was still, as the Duke of Wellington admitted, a close-run thing. But whatever the failings of the French commanders, the ultimate responsibility had to lie with Napoleon. As Mr Chandler points out, many of the better French generals were overlooked, or given the wrong job. The emperor ruined a brilliant plan to split the allied armies by playing his generals out of position.

Military analogies in business are out of fashion so I was surprised to read

Julian Richer, chairman of Richer Sounds, the UK hi-fi chain, admitting his interest in military campaigns in his latest book, *Richer on Leadership*. Reading further, however, it became clear why. He runs his businesses with a meticulous attention to detail and a general's obsession with planning and field disposition. He would never get in the army - his hair is too long - but you get the impression that he knows his managers more thoroughly than Napoleon knew his generals.

Mr Richer is an individualist. Some of his ideas could be straight out of management school. Others seem old-fashioned, unconventional and occasionally bordering on the eccentric. The point is that his ideas work and he has become adept at articulating them for the benefit of others. When recruiting, for example, he steers clear of "super-talented whizz kids". He writes: "They know they don't need to work hard so they're grasshoppers, flitting from one job to another. As soon as they're done you the honour of joining your

company, they'll hop to a rival firm for more money." He prefers instead to find "ordinary people who are exceptionally talented". He points out that "you have to look beyond the CV at the personality and readiness to work hard. I find very often it's the people who have had a rather tough time in the job market who show consistent, dedicated performance."

Many in Richer Sounds' management have come up through the ranks. David Robinson, group managing director, started at the age of 16 as a sales assistant. "We steer clear of rich kids and PhDs. I would rather take someone who may not have brilliant academic qualifications but is enthusiastic about the job," writes Mr Richer.

New managing directors know they are working in a practical environment when they are handed their "managing directors pack". This consists of a tool kit, including a notebook and pen and, somewhat bizarrely, a smoke mask "which could be a lifesaver in a fire in a hotel or a plane".

Mr Richer is so attached to his own notepad and pen that they are covered in day-glow wrapping. Managing directors are expected to carry their pads and pens everywhere and to use them. Not everyone has to use the worksheet. This is a Richer speciality. He eschews computers and electronic organisers for an A5 piece of paper. His main

technical refinement has been a clear plastic cover to avoid coffee stains. The worksheet, replaced every two weeks, is organised into various columns and lists, and includes everything he needs to do: meetings, diaries, tasks, priorities, the lot. All recorded in tiny writing. "This one sheet of paper is more useful to me than a fancy computer," he says.

The latest book repackages many of the ideas in his first book, *The Richer Way*. Neither book has been circulated in the US. This seems a pity since they would sit well with the practical business ideas of entrepreneurs such as Hal Rosenbluth who built Rosenbluth Travel by focusing strongly on employees.

## In the spotlight

Headhunter books appear to be bursting out all over. These once-discreet individuals are becoming attracted to the media spotlight. Some of the names in Nancy Garrison's *Jeann's* recent book, *The Global 200 Executive Recruiters*, are also in a book called *Navigating Your Career*, 21 of America's Leading Recruiters Tell You How It's Done.

What they actually tell you is how they prefer it to be done. One chapter, for example, makes a less than convincing case for why it is in your interest to help a headhunter seeking information on other people. The idea is that next time it

could be you who is in the frame.

Perhaps the most revealing chapter of all, however, is a debunking sermon from Winkle Priem, vice-chairman and chief operating officer of Korn/Ferry International.

Mr Priem is sceptical of texts that warn executives to work fewer hours. "I've never seen a candidate's name cut from a short list because he or she works too hard," he writes. Neither does he go for the family-friendly corporate leader. Successful executives, he says, "do not permit themselves the illusion that their company's board or shareholders are eager for them to spend more time with their families".

He is not convinced that working abroad is an essential part of getting to the top. Nor is he impressed by those who argue that job satisfaction is more important than job compensation. In business, he argues, the best jobs pay the most. "People tend to earn what they deserve to earn."

\**Richer on Leadership*, by Julian Richer with Kate Miller, Richer Publishing, £9.99. \*\**Navigating Your Career*, Christopher Hunt and Scott Scammon, John Wiley, £16.95. Books can be ordered through the FT Bookshop, tel +44 181 324 3511 for overseas orders, e-mail: [ftbookshop@ccp.com](mailto:ftbookshop@ccp.com), [richard.donkin@ft.com](mailto:richard.donkin@ft.com)



## WORKING BRIEFS

## Research shows that managers switch off in meetings

If anyone doubted that meetings are the bane of corporate life, they might like to look at some research among 400 senior and middle managers in the UK which found that almost a quarter admitted to dozing off in meetings.

Nine out of 10 of them had missed meetings and eight of 10 confessed to daydreaming during meetings. That said, business people seem to be obsessed with meetings. A typical manager has 60 meetings a month, says the study, carried out by Research Business International for MCI WorldCom Conferencing.

The study estimates that a typical out-of-town six-person meeting costs £1,645 when lost productivity is taken into account. This calculation seems a bit suspect since, if a meeting is necessary, the cost has to be borne like any other overhead.

But costing a meeting is a useful way of focusing on its worth. Clearly MCI believes people should be making more use of audio and video conferencing.

Details: [www.wcom.co.uk/audioconferencing](http://www.wcom.co.uk/audioconferencing)

## Bidding wars

Multinational companies with operations in eastern Europe are engaging in increasingly fierce bidding wars for the limited pool of skilled professionals, according to a new report by the Economist Intelligence Unit.

Job hopping and poaching has reached such a stage that some companies are protecting staff identities as if they were company secrets, limiting the distribution of contact directories and screening calls to filter out those from headhunters.

Although ever-higher salaries continue to lure people away, there are signs that the cash fixation displayed by executives in the former Soviet Union is less apparent among the strengthening central European economies where more traditional executive packages are taking hold.

Many employers consulted in the research by Louisa Vinton, the report's author, said they placed a high value on women managers. Some, in Bulgaria for example, argued that women make the better managers. The report costs £355.

Details: +44 171 830 1007

## BANKING FINANCE &amp; GENERAL APPOINTMENTS

## Fund Management - Global Sales Manager

Our client is the international retail investment management arm of one of the world's largest banking and financial services organisations, managing assets of over £300 billion. Operating globally, the asset management business provides a wide range of leading edge investment products and services distributed through proprietary and third party networks to institutional, retail and private investors. A rare opportunity has arisen for an experienced and ambitious professional to join this rapidly expanding international division and drive the sales process forward on a global scale.

## London

## The Role:

Reporting to the Chief Executive of the International funds division, key responsibilities are:

- Formulating and executing global sales plans, working closely with the Chief Executive and other key members of the team in devising a successful strategy.
- Liaising with product management to develop marketing plans, new products and services and pricing policies.
- Establishing and managing internal and external relationships for third party and direct distribution, predominantly dealing with institutional intermediaries. The individual will be required to develop key relationships which deliver long term growth.

- Managing and developing the salesforce globally; this will involve the recruitment and subsequent training of experienced sales people to ensure a high consistency of product knowledge.
- Leading and motivating the sales force to continually achieve the highest levels of performance.

## The Requirements:

- At least 10 years' experience in mutual funds sales/marketing with experience of managing a decentralised salesforce.
- Proven capability in building a fund distribution network globally. Willingness to travel is a prerequisite.
- Extensive knowledge of investment fund products and the ability to communicate this effectively.

## Six Figure Package

- Excellent people management and interpersonal skills.

To succeed in this demanding role, you will be a highly energetic and motivated individual with a proven track record. It is essential that you are able to demonstrate measurable success, both in the short and long term, in order to achieve the targets for growth of funds under management, which are ambitious yet attainable for the right candidate. This appointment represents an outstanding opportunity to play a major part in developing a business globally and the remuneration package is designed to attract the highest calibre individuals.

Interested applicants should contact Sarah Hesse-Hunter at Michael Page City, 50 Cannon Street, London EC4N 6JJ, quoting reference 478966. Fax 0171 329 2986 or telephone 0171 269 1883 for an initial discussion, e-mail [sarahhessehunter@michaelpage.com](mailto:sarahhessehunter@michaelpage.com)

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## Relationship Manager

## London/Europe

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Our client is a leading financial services institution, widely recognised for the quality of risk advisory services it provides to a global client base. The London marketing team is expanding its European client coverage in response to a rapid growth in demand for these services.

This has resulted in an excellent opportunity being created to join this highly respected institution.

## Responsibilities will include:

- Networking and pro-active new business development to expand the European client base, including telephone and face-to-face interaction with clients.
- Existing client relationship management to ensure high retention rates.
- Explanation and marketing of the group's range of credit risk advisory services.

## The ideal candidate will possess:

- Strong relationship management and

communication skills, including the ability to conduct business meetings in English and Spanish. Additional European languages would be advantageous.

- 3 to 6 years commercial banking experience, including a sound understanding of corporate credit risk issues.

- Experience of marketing commercial banking products such as Cash Management or Custodian Services would also be advantageous.

Successful candidates will receive an excellent remuneration package, which will fully reflect experience and performance.

Interested individuals should contact Lee Thacker at Michael Page City on 0171 269 1884 for an initial discussion. Alternatively, please send your CV with details of current remuneration, to Michael Page City, 50 Cannon Street, London EC4N 6JJ, fax 0171 329 2986 quoting reference 458846, e-mail: [leethacker@michaelpage.com](mailto:leethacker@michaelpage.com)

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## The Requirement

A new executive is sought to further strengthen the Group's business in the German speaking countries, working on predominantly MBO/LBO deals and development capital transactions. Based initially in London, the successful candidate will assist in sourcing, negotiating and structuring mezzanine financings. In addition to the German speaking markets, it is anticipated that the successful candidate will also be involved in substantial cross border European transactions.

## The Candidate

Successful applicants are likely to possess around two years' structured lending experience in the field of leveraged transactions with a knowledge of the German market. Exposure to structuring and documentation of

transactions, together with fluency in English and strong credit skills are essential.

This represents an outstanding position for an executive with German as their mother tongue to join a market leader in Mezzanine Finance. Interested candidates should contact any of the consultants listed below for an informal discussion. Please quote reference 456655.

Contact Mark Pettman or Richard Colgan at Michael Page City, 50 Cannon Street, London EC4N 6JJ, UK. Telephone 0171 269 1888, fax 0171 329 2986, e-mail: [markpettman@michaelpage.com](mailto:markpettman@michaelpage.com)

Alternatively, contact Sabine Doffen at Michael Page Finance, Mainzer Landstrasse 39, 60329 Frankfurt, Germany. Telephone 069 24 26 180, fax 069 24 26 18 15, [www.michaelpage.com](http://www.michaelpage.com) e-mail: [sabinedoffen@michaelpage.com](mailto:sabinedoffen@michaelpage.com)

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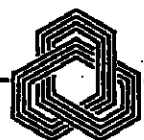
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APICORP is an Inter-Arab corporation established by the member states of OPEC to finance and invest in petroleum and petrochemical projects. Total assets exceed US\$ 1350 million.

The Corporation, based in Al-Khobar, Saudi Arabia now wishes to appoint to its Treasury & Capital Markets Group the following personnel:

#### Financial Analyst

Reporting directly to the Head of Treasury & Capital Markets Group.

The suitable candidate will possess the following characteristics:

- Ability to prepare economic reports covering specific and global financial markets.
- Good analytical and writing skills are essential.
- Provide analytical/credit research support to Traders and Portfolio Managers. The successful candidate will undertake research, analysis and report preparation.
- A postgraduate degree in economics or finance with a comprehensive knowledge of issues affecting global financial markets.

Candidate should have 5-8 years of relevant experience.

In addition, PC skills and good understanding of spreadsheet and data base software will be beneficial.

Candidates are expected to be team players with good inter-personal skills. Proficiency in (spoken & written) English is essential.

#### Assistant Portfolio Manager - Equities

Suitable candidate must have experience with a proven track record in the following:

- Equity Fund Management/Trading.
- Fundamental aspects of economics.
- Good understanding of International Equity Markets, with particular emphasis on U.S. and European markets.
- Demonstrate good analytical skills and portfolio management abilities.
- As a senior member, the candidate will play a major role in the overall investment process of the Division, formulating & implementing strategy, and contributing significantly to the overall asset allocation process.

Candidate is expected to be a team player with good inter-personal skills and profit making track record.

In addition, PC skills with Portfolio Management software, and good understanding of spreadsheet and database applications will be beneficial. The candidate will also be required to assist in the preparation of formal reports on market conditions and appropriate strategies.

Talented graduates, with a minimum of 5 years' equity investment experience either as an analyst or portfolio manager.

Successful candidates will work together with highly qualified and experienced colleagues of different nationalities. They will be offered exciting and rewarding opportunities to participate in the activities of a dynamic group.

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- Key members of team which invests in established businesses in the UK and Continental Europe with turnovers of at least £30m.
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structuring and managing transactions, monitoring investments made and negotiating realisations.

- Will work closely with London colleagues in a flat team structure, and globally with other DLJ groups.

#### QUALIFICATIONS

- 3-6 years' relevant experience gained from structured lending, corporate finance, or private equity itself.
- Outstanding graduates, preferably with professional qualification or MBA. Additional European language skills essential combined with fluency in English.
- Entrepreneurial, self motivated, enthusiastic team players with the drive and commitment to succeed in a challenging environment.

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Our client is a major global asset management group with funds in excess of \$400 billion, managed for both institutional and retail clients. Its US business manages the substantial part of these funds with its non-US international mutual funds business being located in London. As a result of planned major growth, our client now wishes to appoint a senior Project Manager to work within its Strategic Business Development team which covers Europe, Asia and Latin America. This individual will be closely involved in the formulation and implementation of strategic business initiatives.

- The primary responsibility of the role is the generation of ideas and recommendations to help develop and implement an international strategy for the mutual fund group. This will include the following -
- gather, analyse and interpret a variety of data to support business initiatives
- maintain/analyse competitor activity in order to establish trends & opportunities
- provide information on product providers and distribution trends
- work closely with appropriate UK & Overseas business units in order to prioritise international markets
- develop/manage relationships with external suppliers

The successful candidate will have 3/5 years' experience of strategic business analysis, gained in Asset Management, strategic consultancy or other financial services areas, preferably within an international context. Experience of mutual funds will be advantageous. Moreover, the candidate will have outstanding analytical skills, be innovative and creative and be able to demonstrate strong communication skills in an energetic and dynamic environment. Language skills will be highly desirable.

For further information, please contact Martin Symon at Jonathan Wren & Co Ltd, No.1 New Street, London EC2M 4HY. Telephone 0171 623 1266. Fax 0171 626 5258. Email martin.symon@jwren.com



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- Senior and junior sales and marketing managers, ideally with experience in both equity and fixed income markets.
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- Part of a small team focused on extending the company's position in a number of markets.

- Assist proprietary trading and take a pro-active role in further product and systems development.

#### QUALIFICATIONS

- A minimum of three years' sales and marketing experience gained within a banking, stockbroking or international financial services environment.
- Previous experience of repo/securities lending is vital, whilst a working knowledge of proprietary/derivative trading instruments would be advantageous.
- Graduate calibre with excellent communication and interpersonal skills. European language skills are highly beneficial.

Please send full cv, stating salary, ref F5201177FT, to NBS, 21-26 Garrick Hill, London EC4V 2BX. Fax 0171 489 0698 Email: fsp@nbs.co.uk Tel: 0171 379 1070

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#### THE ROLE

- Responsible to the Group Finance Director for the development and management of the Group's acquisition and business development programme internationally. Managing a small team.
- Identifying relevant targets. Leading detailed negotiations, frequently principal to principal, commissioning and managing professional intermediaries.
- Developing strong relationships both internally and externally to identify opportunities for corporate development and group synergy. Conducting post-acquisition appraisals.

#### THE QUALIFICATIONS

- Outstanding high-achieving graduate accountant/lawyer with an action orientation and distinguished record in blue-chip corporate finance organisation. MBA and relevant experience in commerce desirable.
- Authoritative origination and transaction experience in M&A and disposal with knowledge of international financing, tax and legal matters. Disciplined analyst and planner with commercial focus and objectivity.
- Entrepreneurial, self-motivated, unpretentious yet imaginative team player with stature and poise. Robustness and flexibility to represent the Group effectively in a broad range of transactions.

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To succeed in this challenging role you will require a high degree of numeracy, intellectual agility and an analytical mindset. Problem solving and lateral thinking will be your forte. Professionally qualified (ACA, CFA, MBA, Actuary) you will be proficient in one or more European languages in addition to English. Recent international experience of marketing and product development in a financial services environment is prerequisite; you will be comfortable with financial modelling using a number of programmes. This is an excellent opportunity to pursue your career with a progressive, world class Group.

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The School is engaged in a major expansion of its undergraduate, postgraduate, executive education and research programmes. As part of this process, it is seeking, in conjunction with colleges of the University, to appoint six new lecturers.

The specialisms and college associations of the six posts are as follows:



Strategy, in association with a Fellowship at Brasenose College;



New Business Development, in association with a Fellowship at Exeter College;



Finance, in association with a Fellowship at Lincoln College;



Operations Management, in association with a Fellowship at St Hugh's College;



Marketing, in association with a Fellowship at Worcester College;



A further opportunity for a successful woman candidate is available at St Hilda's College. The area of academic specialism is open.

Further particulars containing details of the duties and full range of emoluments and allowances attaching to the university and college posts, may be obtained from Deborah Lieburne, Said Business School, Radcliffe Infirmary, Woodstock Road, Oxford OX2 6HE, (tel: 01865 228621, e-mail: savacs@sbs.ox.ac.uk) to whom completed applications (ten copies or one if airmailing) should be sent by 23 February 1999. Interviews will be held on 15/16 March. Further details about the Said Business School can be found on www.sbs.ox.ac.uk. Further posts will be advertised in the following academic year and potential candidates in any area of management are invited to register their interest.

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## GROUP MANAGING DIRECTOR

Attractive remuneration package including:  
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Chauffeur driven company car  
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Nigeria is re-emerging as a major economic force and the political and investment climate is improving.

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Excellent opportunity to head the strategic expansion of a major Nigerian conglomerate.

## THE GROUP

■ Highly reputable with first class references and substantial interests in manufacturing, shipping, fishing, haulage, real estate and general services within the U.K. and Africa.

## THE POSITION

■ With a view to strengthening the Group's position into the next millennium we wish to recruit a Group Managing Director who will be responsible to the Executive Chairman and the Board.

■ Based in its corporate office in Lagos, duties will entail the supervision of around 10 Managing Directors / General Managers of the various operating companies.

■ P&L responsibility for the Group implementation of overall business plan to achieve ambitious growth targets.

■ The successful candidate should have at least 20 years experience of working within a diversified international organisation with at least 10 years at Chief Executive level.

■ We are looking for a person with excellent references, who possesses a pleasing personality, entrepreneurial skills, the ability to direct and motivate others, a proven leader with impeccable character and integrity with a hands-on approach.

■ The candidate should have a good University Education preferable with a degree in Accounting, Economics or Engineering. A postgraduate degree or diploma in Business Administration would be an advantage.

■ Computer literacy and the ability to understand and analyse financial data is essential, as is fluency in English while a working knowledge of any other European language would be an advantage.

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## Head of Management Reporting

In this position, you will lead an international team responsible for:

- Preparation and analysis of the Consolidated financial results for the Group for presentation to the Main Board and Senior Group Management
- Preparation and analysis of Group budgets and forecasts
- Provision of general financial analysis service to the Group CFO
- Participation in development and implementation of Group financial planning and control systems, world-wide

## Your profile:

- 5+ years financial, accounting and reporting experience in a multi national company. Staff management experience an advantage.
- University business or accounting qualifications. CA, CPA or similar preferred.
- Excellent analytical and communication skills.
- Fluency in English with good knowledge of German preferable.

## Who we are:

Reporting to the Vice President Group Reporting and Tax, Management Reporting is a part of the Group Reporting and Tax finance team. In addition to the duties mentioned above Group Reporting and Tax is also responsible for the world-wide Tax planning and management, and the development and control of common accounting systems and policies, world-wide.

adidas-Salomon AG  
Human Resources  
Mr. Thomas John  
P. B. 1120  
91074 Herzogenaurach  
Germany  
<http://www.adidas.de>



## Senior Corporate Finance Officer

Heidelberg Zement is one of the largest cement companies worldwide. We are competitive and successful and always searching for new technologies. For our Corporate Finance department we are looking for a:

## Job description:

- You will be based in Heidelberg. You will report directly to the director of the Group Corporate Finance.
- As a Corporate Finance Officer, you will be in charge of various financial and tax engineering projects. In cooperation with the other group departments involved in the implementation of these operations (Legal, Tax, Accounting and Consolidation, Strategy and Development, Operational departments, etc.) you will coordinate the analysis and the implementation of different projects.

## Job requirements:

- university degree (law, economics, business and administration or equivalent)
- 4 to 5 years experience in a large industrial company, in a holding company or in a bank, or similar experience in an audit firm or a tax consulting company.

- fluent German and English (knowledge of French being a plus)
- Good knowledge of taxation. Creative, open and with an inquiring mind. Capable of working autonomously as well as a team player. Prepared to travel frequently. Flexible character. Verbal and written communication skills.

## Our offer:

- a responsible and challenging position that provides a lot of opportunities for own initiative and direct action
- attractive salary and all the benefits you would expect working for a large, international company.

Please forward your résumé together with details of your availability to:  
HR Department, Berliner Str. 6, 69120 Heidelberg, Germany.  
We look forward to hearing from you.

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- Marketing Management
- Accounting Management
- Management Information Systems
- Small Business Development, Entrepreneurship & Venture Management

MBA required; PhD preferred. Successful candidates should also have experience teaching in a US educational system and a record of research and business experience.

Salary and faculty rank are dependent on qualifications and experience; generous benefits package. Richmond is an equal opportunity employer.

Letter of application, CV and the names of 3 referees to: Dr. Jean Leclerc, Dean of the School of Business, 16 Young Street, Kensington, London W8 5SL. Tel: 0171-563-8480 or email: [leclerc@richmond.ac.uk](mailto:leclerc@richmond.ac.uk)

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We are the largest global fund management company in Singapore. A career with us means privilege, challenging and interesting work, financial rewards and excellent career prospects. We also provide the global exposure which few others can match.

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- Translating the assessment into portfolio investment decisions based on the prospective returns and risks of these markets/stocks

You should possess a good Honours Degree from any discipline with 3 - 6 years' relevant experience. You should be a team player who is able to work independently. You should also have integrity, excellent analytical ability, and strong interpersonal and communication skills.

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Government of Singapore Investment Corporation Pte Ltd  
250 North Bridge Road, #8-00 Raffles City Tower  
Singapore 179101  
or fax: (65) 3308537, or e-mail: [apply@gic.com.sg](mailto:apply@gic.com.sg)

We invite you to visit our website at [www.gic.com.sg](http://www.gic.com.sg)

All applications should reach the Corporation by 20 February 1999.

We regret that only shortlisted applicants will be notified.

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**Chief, Provident Fund Secretariat**

As the largest United Nations Programme in the Middle East, UNRWA provides education, health care, relief assistance and social services to 3.5 million registered Palestinian refugees in Jordan, Lebanon, the Syrian Arab Republic, the West Bank and the Gaza Strip. The UNRWA area staff Provident Fund is a benefit which applies to some 20,000 UNRWA area staff located at Agency offices in Jordan, Syria, Lebanon, Gaza and the West Bank. The fund manages 7 investment managers, a global custodian and a performance evaluation company. A security lending programme is also administered to boost the income of the Fund.

For the coordination and administration of the Provident Fund and for advice on investment strategy and performance, UNRWA is seeking to employ an experienced

to be based at UNRWA Headquarters in Amman, Jordan. Reporting to the Comptroller, the incumbent's responsibilities include: to provide operational and strategic analysis and advice on the performance of investments to an Investment Advisory Committee; to monitor the work of the global custodian and investment fund managers; to establish information links to ensure awareness of trends and vehicles for investment purposes; to act as Secretary of Advisory Committees to maintain records, effect payments, administer the loan scheme, conduct liquidity and demographic studies.

Requirements: Advanced university degree in business administration, banking/finance or directly related field; at least 10 years' progressively responsible professional experience in investment/pension fund activities at senior level, 5 years at supervisory level in a large organisation.

Language and interpersonal skills: Excellent interpersonal, written and oral communication skills in English.

Computer knowledge: Full computer literacy essential as extensive use of technology is made, including computerized on-line systems.

Desirable: Working knowledge of Arabic; knowledge of Middle East cultures/work practices; Chartered Financial Analyst (CFA).

Remuneration at FS level: Annual net (tax-free) salary starting from US\$ 69,300 (single) and \$75,200 (with dependents) plus attractive fringe benefits package (education grant, dependency allowance, home leave, pension fund, health plan, generous annual leave provisions, relocation package). Initial contract: 1 year, extendable.

Applications before 28 February 1999 to: Head, Recruitment Section (V/N2/99), UNRWA, HQ Gaza, via UNRWA HQ Amman, P.O. Box 140157, Amman 11183 Jordan.  
Fax: (Gaza) (+972-7) 577 7555, from where additional information can be obtained.

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**EUROPEAN TAX MANAGER**

Tyco International Limited, a US \$17 billion diversified manufacturing and service company with over 80,000 employees worldwide, is the world's largest manufacturer and installer of fire and safety systems and provider of electronic security services and has strong leadership positions in disposable medical products, packaging materials, flow control products, electrical and electronic components and underwriter telecommunications systems.

Our companies, such as ADT, US Surgical, Kendall Health Products and Total Walther are household names in their fields. With projected expansion throughout Europe and the rest of the world, our worldwide growth should reach over \$23 billion in turnover in 1999 alone.

To aid in this period of expansion and for the future, we are seeking a European Tax Manager to coordinate our international tax strategy and corporate structuring activities throughout Europe and the Middle East.

This is a key position, with European wide responsibilities and scope, reporting to the Director of International Tax and working closely with the European Legal and Finance Departments.

The successful candidate will have a minimum of five years of international tax experience, with a multinational or an international accounting or law firm, preferably as a tax manager or tax counsel. A CPA degree or an advanced legal degree in international taxation is a prerequisite, as is complete fluency in English, French and preferably at least one other European language. Organizational and computer skills are also a must. The successful candidate will be a self-starter, enthusiastic and able to take a leadership position in a dynamic and changing business environment.

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## FINANCIAL ACCOUNTING MANAGER

A successful international company, Guinness is seeking more than 100 experienced and dynamic individuals to join its team of accountants.

Guinness is a part of Diageo, one of the world's largest and most profitable FMCG companies with a turnover of over £12 billion. Success is based on strong financial results and an ability to contribute to the growth and development of the business.

The successful Financial Accounting Manager will be responsible for the management of the Finance Department and will be responsible for the financial performance of the business.

Reporting to the Senior Finance Controller, the successful candidate will be responsible for the management of the Finance Department and will be responsible for the financial performance of the business.

Principal responsibilities will include:

- Manage the production of statutory accounts for all Guinness Companies, ensuring all technical aspects are covered.
- Review and provide advice on financial and management information to Guinness and its subsidiaries.
- Control of all fixed assets including valuation, depreciation, and disposal.
- Control of all financial assets including valuation, depreciation, and disposal.
- Liaise with internal and external auditors and other professional bodies.

This is a dynamic environment and the scope of the role will develop in the next 12 months.

The successful candidate will be a graduate with a qualified accounting degree, BSc or equivalent, with 2-5 years post qualification experience in a similar role. This position is most likely to appeal to individuals who are ambitious team players with exceptional technical and interpersonal skills and are capable of taking full advantage of the many career development opportunities.

Interested candidates should forward a comprehensive curriculum vitae, including details of current remuneration, to: Mary Dore ACMA at Michael Page Finance, 2nd Floor, 20-21 Parker Street, London EC2A 4PU, UK. Tel: 0171 269 2266. Please quote reference 452941. e-mail: mary.dore@michaelpage.com

GUINNESS

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The Fresh Chicken Division is a division within Gramplan Country Food Group, a highly successful privately owned group and UK market leader in the supply of chicken, pork, beef and lamb to the retail and food service industries. The Group employs 11,500 people in eight operating divisions and has a turnover of around £850 million.

Thorne, S Yorks £70,000 + Bonus + FX Car + Bens

The Division commands a strong position in the UK retail market and has a turnover of £350 million. As a consequence of a major strategic acquisition and internal reorganisation, an outstanding commercially orientated individual is sought to drive forward the Fresh Division.

This is a high profile position both internally within the business and externally in the UK retail market. It reports to the Divisional Managing Director and operates at the heart of the business. Fundamental to the success of the role will be the ability to operate outwith the accounting function and to help mould the development of the business. You will have to:

- Ensure the financial health of the Division during dynamic growth.
- Offer to the senior management team clear objective advice and support.
- Challenge business assumptions and investment plans to maximise benefits to the business.
- Ensure that the key levers of profitability and cash

generation are clearly understood, communicated and actioned by every level of the business.

Identify profit opportunities and support business development solutions to drive the business forward. Ideally with an excellent track record of achievement in a profit accountable role within a fast moving environment, the successful candidate will be:

- A committed team player and an excellent communicator.
- Capable of participating in areas outside of finance.
- A forward looking, innovative thinker who is comfortable with and can lead change.
- Be able to demonstrate leadership and strong management skills.

This is an outstanding opportunity to gain a high profile role in a major UK company. Please forward your CV to our retained consultant James Newman, Executive Division at Michael Page Finance, 2nd Floor, 20-21 Parker Street, London EC2A 4PU, UK. Tel: 0171 269 2266. Please quote reference 453535. e-mail: james.newman@michaelpage.com

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## Nycomed Amersham

## Corporate Tax Manager

Nycomed Amersham is a world leader in in-vivo diagnostic imaging and research based biotechnology supply. The company aims to generate technologies which fill the voids of biotechnology with society's needs for better and more cost effective healthcare. Their global organisation has annual revenues of £1.4 billion, employs around 11,000 staff worldwide and has R&D, manufacturing and marketing operations in all of the world's major markets.

## Bucks

An exciting role has arisen for a Corporate Tax Manager. Reporting to the Director of Tax, this role will be heavily biased towards international work and will have the following responsibilities:

- Working with the Tax Director on the formulation and implementation of the Group's taxation strategy.
- Optimising and monitoring compliance of the Group's worldwide transfer pricing policy.
- Planning and strategic development for the repatriation of overseas profits to the UK.
- Project work in relation to acquisitions and disposals.

Due to the nature of this role, Nycomed Amersham wishes to appoint an energetic, commercial individual who will be

## £ Competitive Package

comfortable operating at a senior level within the organisation.

You will be a qualified ACA, and possibly ATIL, with at least five years post qualified experience gained within the Big 5 and ideally should have reached senior manager level having gained experience of advising international Ples. This is an ideal opportunity to move into industry and become an integral part of genuine business decision making.

Interested candidates should contact our advising consultant Fiona Reynolds at Michael Page Taxation, Page House, 39-41 Parker Street, London WC2B 5LN, quoting reference 480452. Telephone 0171 269 2322 or fax 0171 831 6662. e-mail: fiona.reynolds@michaelpage.com

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## Foreign Colonial

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## Fund Accountant

Foreign & Colonial Management is a global investment management company managing funds of over £25 billion for a diverse portfolio of institutional and retail clients based in the UK and overseas.

## London

As part of its ongoing strategic development, Foreign & Colonial now needs to recruit a Fund Accountant to further strengthen their finance function. This is a high profile role reporting to, and deputising for, the head of the function, requiring a dynamic, flexible approach and the ability to liaise across all levels of the business.

Key responsibilities will include:

- Production and presentation of half yearly and statutory accounts for publicly quoted investment trusts and unit trusts, reporting up to Board level.
- Monitoring offshore fund and unit trust accounts produced by third party administrators.
- Production and analysis of statistical information.
- Tax computations and returns including VAT.

## £ Excellent

Ideal candidates will be qualified accountants from an investment or related financial services background, preferably in fund management and with a good understanding of fund accounting and taxation issues.

Candidates are likely to have gained a minimum of two years experience post qualification, but more emphasis will be placed on the individual's level of maturity and presence. This role requires a self confident, proactive approach coupled with excellent communication skills.

Interested candidates should send a full CV with current remuneration details to James Rushworth or Tom Mardon at Michael Page City, 50 Cannon Street, London EC4N 6JJ, fax 0171 329 3426. Ref 482846. e-mail: james.rushworth@michaelpage.com and tom.mardon@michaelpage.com

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## Financial Controller

## West of London

## £40,000 + Car + Bonus

Our client is a major developer of commercial property. As part of their development activity, they have a number of subsidiary companies operating in leisure, property and facilities management. With the continuing expansion of their business, they seek a Financial Controller for the Group.

Reporting to the Finance Director, your main responsibilities will be:

- Review and develop all financial systems and controls.
- Manage and plan the budgeting and forecasting processes.
- Control of cash, including treasury management.
- Manage and develop the Group's monthly and annual reporting procedures.

You will be keen to take ownership of these functions and to become involved in the strategic direction of the Group. You will also enjoy the hands-on development of financial controls and a motivated finance team. As a qualified accountant with at least two years post qualified experience, probably in a medium sized commercial environment, you will be expected to influence decision making on operational aspects of the business. In return, you will receive an attractive remuneration package and the autonomy to define your role and career path.

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## QUALIFICATIONS

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- Strong background in financial planning and analysis. Experienced in identifying and securing commercial funding. Familiar with methods of investment evaluation. Sound knowledge of current taxation issues.
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Amy Peterson, The Cupola Group, P.O. Box 23448, Dubai, UAE.  
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or e-mail your details in confidence to amy@cupolagroup.com

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## OPERA

## Paris shows London the way forward

Andrew Clark reviews the 'Macbeth' that Covent Garden should have premiered

How do you run a successful opera house? Wednesday's first night of *Macbeth* at the Opéra Bastille in Paris suggested a useful model. Phyllida Lloyd's new production may not have been an artistic revelation, but it provided a strong framework for Verdi's Shakespearean drama, and it was extremely well sung and played – as everything appears to be these days at the Paris Opéra.

Over the past four years audiences in the French capital have enjoyed a succession of solid rep-

ertoire performances, and the slogan currently adorning the Bastille's entrance is no sham. "Vive(s) l'Opéra", it proclaims. Whether that is a rallying cry for opera in general or the Opéra in particular does not matter. The fact is that 10 years ago, when the Bastille opened, the Opéra was in a mess. Today the building functions properly. Parisians like going there, the old backstage strike culture has disappeared and there is plenty of good singing. In such a context, words like access and accountability are irrelevant; you just need the right man in charge.

In such a context, words such as access and accountability are irrelevant. You just need the right man in charge

While Covent Garden continues its fraught search for an artistic director, under a new management structure that divides power between artistic and executive functions, it's worth examining how the Parisian success story was written. It takes on a poignant note in the

light of the recent deaths of three distinguished Intendants (the lofty continental term for opera house chief) – Rolf Liebermann, Bernard Lefort and August Everding, the first two of whom were former directors of the Opéra. They all had strong artistic antennae: Liebermann as composer, Lefort as professional singer, Everding as stage director. In the 1970s Liebermann almost single-handedly restored the Opéra's reputation. Like Everding in Munich, he did not share power with an executive director. He built a dependable team of lieutenants and showed everyone, from politicians to stage staff, who was in charge.

This month's edition of Opéra International includes a glowing tribute to Liebermann from Hugues Gall, the Opéra's current chief, who served his apprenticeship under Liebermann at the old Palais Garnier. Unlike his mentor, Gall could never count himself an artist, and he has not tried to emulate the artistic sensibilities for which Liebermann is revered. But as anyone who remembers his 15 years at Geneva will know, Gall has an artistic sensibility, and commands extraordinary loyalty among singers, conductors and stage directors. His job in Paris was not to create sensations, but to give the French taxpayer value for money, after the disastrous overspending that initially gave the Bastille a bad name. This he has done. Gall has all the right political connections, he is tough and he knows how to cast an opera. And as part of his Opéra job, he also happens to run the world's biggest and most successful ballet company.

## SPONSORSHIP

## Companies widen their cultural horizons

It's surprising, but it's official. Last year, or rather the year ending at March 1998, produced a record investment by British business into sponsoring the arts. There was a 20 per cent rise to £115m in 1997-98 according to the Association for Business Sponsorship of the Arts.

As ever, London attracted the bulk of the investment, £48.8m, but companies seem to be broader minded about the arts that they support – the old safe favourites, music and opera, have been overhauled by the more challenging theatre, which along with museums and galleries, received almost £20m of the bounty, as against £10.5m for music and £5m for opera.

But while companies see the myriad advantages in sponsoring arts events – to underpin marketing campaigns as well as for corporate hospitality and to achieve

a charitable glow – they are less keen to invest in capital projects. Expenditure here grew by £2.5m, to £19.4m, but arts companies were expecting the corporate sector to be much more generous as it seeks partnership funding for lottery bids. Sponsorship in kind continues to grow, up £1.6m to £9.2m, but there was a slight dip, to £10.3m, in corporate membership donations.

The growth in sponsorship owes much to the commitment of newer, medium sized companies, especially in the financial services area. There is still a great need for business to think of the arts more strategically, as a creative force that can invigorate a corporate activities, rather than as a temporary PR favour of the month, or three years.

To help achieve this, in March ABSA is changing its name. It is dropping the sponsorship word in

executive's word, Southgate is sending out signals about Covent Garden's future identity. The emphasis seems to be on running a business and keeping his New Labour masters sweet, rather than developing an artistic organism. Until the Royal Opera House returns to the time-honoured system of vesting artistic and executive authority in one person, we can expect a weak executive and an interfering board.

It is ironic that the new *Macbeth* in Paris was originally intended for Covent Garden's closing jamboree in 1997: in the fraught run-up to redevelopment, it had to be postponed at the last minute – leaving the Bastille, as co-producer, to give the premiere. Whether it will return to London is anyone's guess. If it does, it will give Lloyd a chance to clear

out some unnecessary frills. Anthony Ward's set is an austere metallic box: it looks like a modern stylisation of a medieval castle interior, opening up at the back for a series of showy gestures which illustrate the drama instead of illuminating it. Much is made of a big brass cage – metaphor for the gilded imprisonment of power – in which the Macbeths are enthroned and meet their death. Costumes range across several centuries and continents: the witches are red-turbaned martial arts groupies, Duncan's retinue seems to have drifted out of an Arabian nights saga and the Macbeths are draped in the golden apparel of an absolute monarchy.

It's a beautifully lit postmodern staging, the visual style of which is nicely torqued by Lloyd's tendency to over-egg the pud-

ding. She stresses Verdi's less elevating staccato rhythms by making the chorus ape them, and leaves little to the imagination: everything from Lady Macbeth's bath to the ripping of Macduff from his mother's womb is slavishly mimed for our delectation.

This compulsion to fill musical space suggests inexperience rather than wilfulness. The basic tenets of Lloyd's approach are imaginative and truthful, particularly the way the witches stage-manage each scene, like demons within. There's a strong sense of spectacle – essential for Verdi's 1865 revision – but Lloyd has the good sense to clear the decks for the Act 1 duet and the sleepwalking scene.

She is lucky to have two such credible singers in the leading roles. Jean-Philippe Lafont's mature Macbeth is big in stature,

dogged in temperament and generous in vocal declamation. He just about manages to keep up with Maria Guleghina, who has finally made the role of Lady Macbeth her own. She has presence, a house-filling voice and a majestic way with the vocal decorations. Above all, she has learned to impersonate Verdi's music rather than just sing it: her hectoring legato and *sotto voce* squalls in the conspiratorial first duet were thrillingly realised.

The other parts, led by Franco Farina's Macduff, were capably filled, and Gary Bertini's conducting matched *grandezza* to fine-sprung ensemble and light-footed instrumental nuances. On this evidence, Paris seems to have found a solution to its opera problems. Can London do the same?

He is still committed to giving around £15m if the centre can come up with a new architectural plan which attracts sufficient lottery money.

Individuals can also help the arts in kind. The Kneehigh Theatre of Cornwall opens at the Cottesloe at London's National Theatre next Thursday, with Nick Drake's play *The River*, thanks to Pete Townshend, the guitarist of The Who.

The play is a co-production with the National but Kneehigh wanted to pay its way, which meant raising at least £20,000. Fortunately it has a fan in Townshend, who has a home in the county. He flew in his hand from the US and played a rare benefit gig at the Hall for Cornwall in Truro – which raised £20,000.

Kneehigh hopes that the London exposure will help find it a more permanent funder. BT has just come to the end of its three year sponsorship, which was worth £20,000 a year.

Antony Thorncroft

## MUSIC

## From Lieder to show biz

It is not only in opera that American singers are starting to dominate. Success in one area of music naturally leads to a desire to make a mark in others too.

Two American singers have appeared in recitals in London over the past week – one established, the other at the outset of his career. At St. John's, Smith Square the soprano Deborah Polaski approached the song repertoire from above, as it were, coming down from the Wagnerian heights at Bayreuth to the more modest, though not less demanding, requirements of the humble art-song.

For a dramatic soprano she fares surprisingly well. An apology was made at the half-way point for a voice which was said to be responding less well than it had at the rehearsal in the afternoon, but there was still a true legato and a feeling for the intimacy of the German Lied (though the long-breathed, floating lines of a couple of Mahler's Rückert Lieder did elicit some wayward tuning amid other lesser signs of strain.)

What we did not hear often was opera's reigning Valkyrie in full cry. Even Wagner's *Wendensong* Lieder, favourite refuge of the dramatic soprano on the recital platform, was sung more as a true Lieder singer would – gentle shading, clear words, attention to detail – and Charles Spencer found some subtle colours in the piano accompaniment.

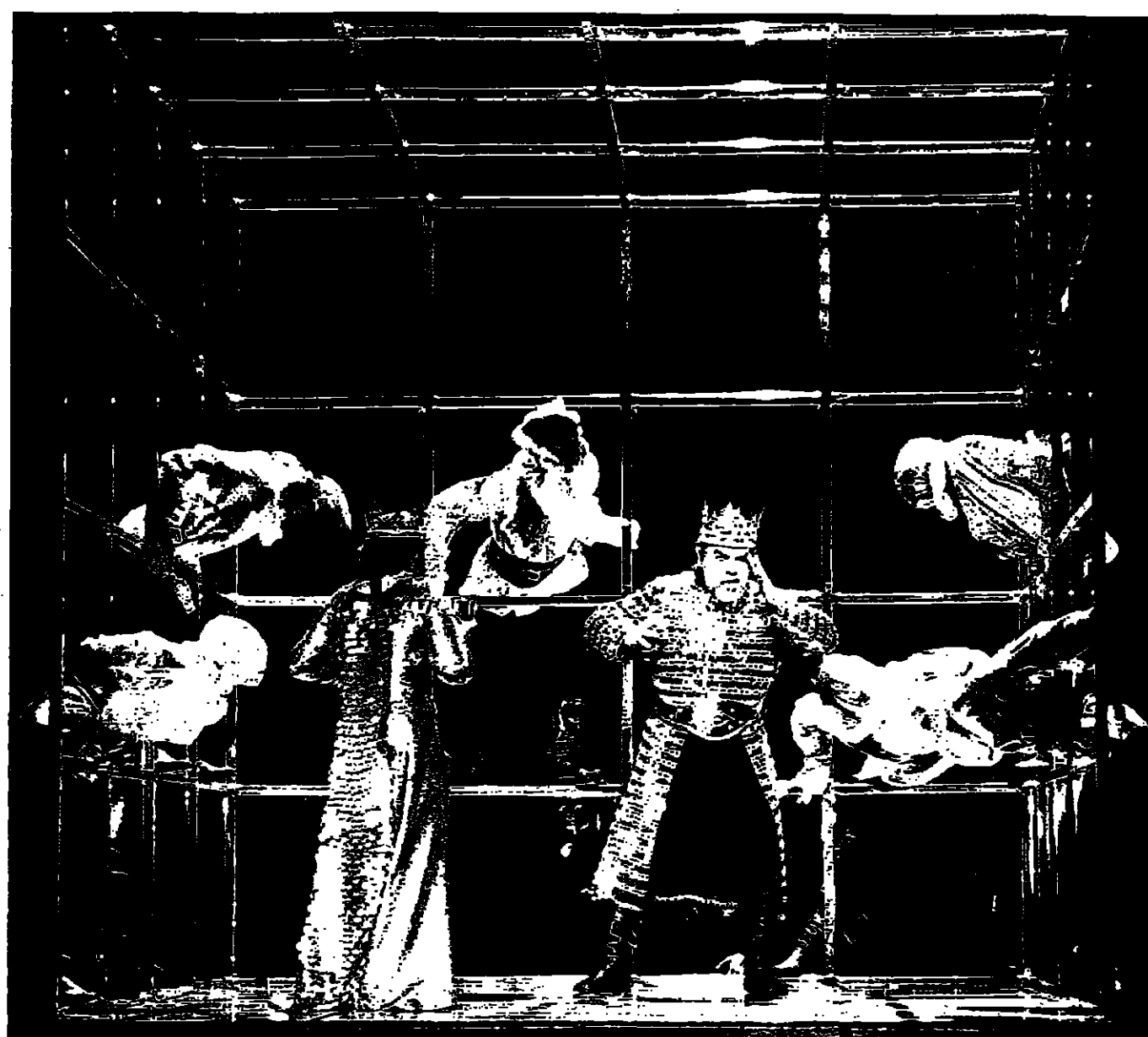
Perversely perhaps, it was largeness of spirit that was missing. Neither the more tempestuous of her Brahms songs nor the fragrant among the Mahler stepped outside a limited expressive range. Polaski needs to take more risks and stamp her personality on the song repertoire with a bit more determination.

A few days earlier at the Wigmore Hall it had been the turn of a young American baritone, Marcus Deloach. Having won the first Wigmore Hall International Song Competition last year, he was now back for what was in effect prize-giving day – his own solo recital of mixed Italian, German, French and American songs, accompanied by Thomas Bagwell.

No doubt the judges set out to find a singer with a special feeling for song, but on the evidence of this recital Deloach is notable first for voice (steady, strong, with obvious potential for opera), second for his sense of showbiz (the encore from *My Fair Lady* had a real buzz) and only third – some way behind – for an affinity with the standard song repertoire.

Part of the problem was that holding the voice back seemed to make the intonation shaky, as though he needed a good sing at full throttle to blow the cobwebs away. That happened with the American group of songs, and splendidly too. Released from the need to be respectfully stylish, his virtues suddenly sprang to life. This was first prize material: a shame we could not have had more of it.

Richard Fairman



Thrilling: Maria Guleghina and Jean-Philippe Lafont in the title roles

## INTERNATIONAL

## Arts Guide

## AMSTERDAM

**OPERA**  
Netherlands Opera, Het Muziektheater  
Tel: 31-20-551 8911  
Carmen: by Bizet. New staging by Andrew Homoki, conducted by Edo de Waart. The designs are by Wolfgang Gussmann and Gabriela Jeonicka, and the cast includes Carmen Oprisanu and Martin Thompson; Feb 6, 9

## BARCELONA

**EXHIBITION**  
Fundació Joan Miró  
Tel: 34-93-329 1908  
www.bcn.fundamiro.es  
Magritte: exhibition celebrating the centenary of the artist's birth. Includes over 90 paintings and 50 photographs; to Feb 7

## BERLIN

**CONCERT**  
Konzerthaus  
Tel: 49-30-203090  
Berlin Symphony Orchestra: conducted by Elisha Eshel in works by Liszt. With mezzo

soprano Dorts Soffel and pianists Donald Sutzen and Enrico Pace; Feb 6

## OPERA

Deutsche Oper  
Tel: 49-30-34384-01  
Mignon: by Massenet. Conducted by Sebastian Lang-Lessing in a staging by Cesare Lievi; Feb 5

## BRUSSELS

**CONCERT**  
Palais des Beaux Arts  
San Francisco Symphony Orchestra: conducted by Michael Tilson-Thomas in works by Ives, Cantoeloube and Prokofiev, with soprano Christine Brewer; Feb 7

## OPERA

La Monnaie  
Tel: 32-2-229 1211  
Lady Macbeth of Mtsensk: conducted by Antonio Pappano in a new staging by Stein Winge, with sets by Benoit Dugardyn and costumes by Jorge Jara; Feb 5, 7, 10

## CHICAGO

**OPERA**  
Lyric Opera of Chicago  
Tel: 1-312-332 2244  
www.lyricopera.org  
Roméo et Juliette: by Gounod. Conducted by John Nelson in a staging directed by Nicolas Joel. The cast stars Roberto Alagna and Angela Gheorghiu; Feb 5

## DALLAS

## OPERA

## DALLAS OPERA

Tel: 1-214-443 1000  
www.dallasopera.org  
La Bohème: by Puccini. Conducted by Antonello Allemandi in a staging by Mark Lamos, with sets by Michael Yeagan; Feb 8

## FORT WORTH

**EXHIBITION**  
Kimbell Art Museum  
Tel: 1-817-3328451  
www.kimbellart.org  
Matisse and Picasso: A Gentle Rivalry. More than 100 paintings, sculptures and drawings on loan from collections around the world make up this first-ever exhibition devoted to the relationship between the two great modernists; to May 2

## FRANKFURT

**CONCERT**  
Alte Oper  
Tel: 49-69-134 0400  
San Francisco Symphony Orchestra: conducted by Michael Tilson-Thomas in works by Barber and Mahler, with violin soloist Gil Shaham; Feb 8

## GLASGOW

**OPERA**  
Theatre Royal  
Tel: 44-141-332 8000  
Scottish Opera: Der Rosenkavalier, by R. Strauss. New staging by David McVicar, conducted by Richard Armstrong. The cast includes Joan Rodgers, Stella Doufexis and Lisa Milne;

## Feb 6

## HANOVER

**CONCERT**  
Grosse Musikhalle  
San Francisco Symphony Orchestra: conducted by Michael Tilson-Thomas in works by Mendelssohn and Mahler, with violin soloist Gil Shaham; Feb 5

## HOUSTON

**THEATRE**  
Houston Grand Opera, Wortham Center  
Tel: 1-713-227 2787  
www.hgo.com  
A Little Night Music: by Sondheim. Grant Gershon conducts a production by Michael Leeds, with a cast including Frederica von Stade, Thomas Allen and Sheri Greenawald; Feb 6, 8

## LONDON

**CONCERTS**  
Barbican Hall  
Tel: 44-171-638 8891  
● London Symphony Orchestra: conducted by Colin Davis in works by Beethoven and Elgar, with piano soloist Richard Goode; Feb 7  
● Vienna Symphony Orchestra: conducted by Vladimir Fedoseyev in works by J. Strauss, Mozart and Beethoven, with piano soloist Artur Pizarro; Feb 11

## OPERA

English National Opera,

## London Coliseum

Tel: 44-171-632 8300  
● La Traviata: by Verdi. Michael Lloyd conducts a revival of Jonathan Miller's production. Cast includes Claire Rutter and Alan Oate; Feb 6, 9

## MUNICH

**CONCERTS**  
Philharmonie Gasteig  
Tel: 49-89-5481 8181  
● Philharmonie Folkwang Essen: in works by Bach and Beethoven, with violin soloists Nigel Kennedy and Peter Daniel; Feb 5  
● St. Petersburg Philharmonic Orchestra: conducted by Yuri Temirkanov in works by Prokofiev and Ravel; Feb 11

## EXHIBITION

Haus der Kunst  
Tel: 49-89-211270  
The Night: exploring the development of the nocturne, or night time scene, in western art from the 15th to the 20th century. Includes early examples by artists including Cranach, baroque works by Caravaggio and his followers, and works by the German romantics. Other artists represented include Goya, Munch, Max Ernst and Magritte; to Feb 7

## NEW YORK

**DANCE**  
New York City Ballet, New York State Theater  
Tel: 1-212-870 5570  
Celebrating Five Decades of

Repertory: continuing 50th anniversary celebrations; Feb 5, 6, 7, 9, 10, 11

## EXHIBITION

Guggenheim Museum  
Tel: 1-212-423 3500  
www.guggenheim.org  
Picasso and the War Years 1937-1945: more than 75 works – paintings, sculpture and works on paper – which together explore Picasso's response to the period which began with the Spanish Civil War and ended with the liberation of France. Includes major public and private loans; from Feb 5 to May 9

## OPERA

Metropolitan Opera, Lincoln Center  
Tel: 1-212-362 6000  
www.metopera.org  
Moses and Aaron: by Schoenberg. Conducted by James Levine in a staging by Graham Vick, with sets and costumes by Paul Brown. Cast includes Philip Langridge and John Tomlinson; Feb 8, 11

## PARIS

**CONCERTS**  
Salle Pleyel  
Tel: 33-1-4561 6589  
Orchestre de Paris: conducted by Frans Brüggen in works by Bach, Mozart and Mendelssohn; Feb 10, 11

## OPERA

Théâtre des Champs Elysées  
Tel: 33-1-4952 5050  
Opéra National de Lyon: Zelmira, by Rossini. Conducted by

Maurizio Benini in a staging by Yannis Kokkos. The title role is sung by Mariella Davis; Feb 10

## VIENNA

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## COMMENT &amp; ANALYSIS



PHILIP STEPHENS

## Tony's test of time

Mr Blair cannot stay on the fence over the euro for much longer - he must make his mark in the history books

It seems that prime ministers are never too young to think about the history books. For as long as he has been in 10 Downing Street Tony Blair has had an eye on posterity. There are two interlocking ambitions. One presumes to remake the landscape of Britain's domestic politics to deliver the future to the centre-left. The other takes in a wider vista to imagine a nation at ease with itself in Europe.

The test that can be said of the first of these is that it is fading. Mr Blair has blurred but not erased the tribal boundaries on the centre-left. In retrospect, it seems that his gentle wooing of the Liberal Democrats has sacrificed strategic vision to tactical caution. I think the position is recoverable - just. Others closer to the prime minister will tell you the moment has been lost.

It is Europe, though, that now challenges Mr Blair's presumptions. It asks him to demonstrate that he is indeed one of the very few leaders who write the pages of history. Or is he after all another face in the crowd, too burdened by the past to dare seize the present?

The euro has been with us for a month. It is fatuous to declare it a success. We may know more in five years. We may have to wait 10. All that can be said at this point is that, in spite of the deflationary zeal of the European Central Bank, it has not obviously failed. But that in itself is enough to rewrite the terms of the debate in Britain.

We think we know that Mr Blair intends that sterling should join. So he whispers anyway to the anxious business leaders who daily cross the threshold of his Downing Street study: "Don't worry, it is a question of when rather than if." And

when, he intimates, is not too far distant. The same words are heard at gatherings of his continental counterparts. It happened last weekend, I am told, when European socialist leaders met in Vienna. Trust me, Mr Blair asked. More than that, help me to nudge Britain's sceptical populace in the right direction.

He wants the European visionaries to tone down the rhetoric. There has been too much said about a single economic government. Phrases like the construction of Europe, which come easily to the heirs of Jean Monnet, tend to jar on the English side of the Channel. British voters - nearly two-thirds of whom tell the opinion pollsters they want to keep their pound - fear the euro as the slippery slope to a superstate.

I would be surprised then if it was pure coincidence that on his return from these conversations in Vienna Oskar Lafontaine, Germany's hitherto

outspoken finance minister and *bête noire* of the British tabloid press, told colleagues in Bonn to eschew in future any loose language about tax harmonisation.

Others have been enlisted in Mr Blair's cause. Thus Wim Kok was offered a platform this week from which to tell the doubting Brits that Dutch nationhood had survived the coming of the euro. More such invitations are in the post. This, you might say, is shrewd politics. And, as far as it goes, it is. Mr Blair has promised a referendum before signing up for the single currency. We know (or think we know) he has pencilled it in for just after the next general election - September 2001 remains the favoured date of Whitehall insiders. So a sensible start is being made on the conditioning process.

Gerhard Schröder, Lionel Jospin and the rest do want to help. We tend to forget now the devastation wrought by the Eurosceptic convulsions of the last Conservative government. I

was reminded lately by one ambassador in London that his government simply stopped talking to John Major's administration.

Bridges have been rebuilt. At first it was just warm words. And, as so often with this government, the rhetoric still outpaces the reality. But Mr Blair's enthusiastic advocacy of a European defence capability has added substance to the mix. Perhaps, I have heard French policymakers remark lately, Albion is not quite so perfidious.

Only perhaps. The euro is the test. There are moments in politics when careful calculation cannot substitute for boldness. Tactics must serve a strategy. And that is the reality now pressing on Mr Blair. The nod-and-a-wink approach has run out of time. How can Mr Lafontaine be asked to bite his lip when Mr Blair will not say in public what he confides in private?

We should not expect an unequivocal date for entry. To fix a firm timetable regardless of economic circumstance would be as foolish as the government's present insistence that it will join only when the benefits are "clear and unambiguous". Economics are never clear and unambiguous. But if we are to take seriously his whispered intent, Mr Blair must be brave enough at least to replace "if and when" with "as and when".

The present formula implies that even in Britain jumps the economic hurdles set by Gordon Brown, the chancellor, there might still be a case for staying out. The minimum now required is a commitment that the government "intends to participate, providing that..." And such a commitment needs a broad, if flexible, timeframe.

To those unfamiliar with the extreme sensitivities of the European debate in Britain this may seem like semantics. It is not. Robin Cook, the foreign secretary, is among those who agree the present stance would be unsustainable during a general election campaign. It would be impossible for Mr Blair to say he had not made up his mind and then, within a few weeks of polling day, ask the same

electorate to endorse a decision to join.

Peter Mandelson was pressing this point hard before his enforced departure from the government in December. Mr Mandelson was present at only about a dozen full meetings of the cabinet. I am told his one substantive contribution was to declare it was time to take the offensive against the Euroscepticism of the Conservatives and their allies in the media. Only then could Mr Blair avoid the ambushes - such as that over tax harmonisation - into which he now stumbles.

My understanding is that Mr Blair broadly shares this analysis, even if he remains careful not to show his hand. He has been heard to say in recent days he fully accepts that joining the euro cannot be achieved by stealth.

The contrary voice of caution is that of Mr Brown. Within the next few weeks the chancellor will publish a "national changeover plan" - setting out the nuts and bolts involved in swapping pounds for euros. But Mr Brown insists the accompanying words must not deviate from the wait-and-see position he enunciated in October 1997.

Some say this is a question of *amour propre*. Mr Brown is a jealous guardian of his oval equilibrium. I find it curious that he sees a problem. The world has moved on since 1997. And did not a famous economist once say something about changing one's mind when the facts change? To be fair, others say Mr Brown thinks there is scope enough within his original statement to nudge the position along. Either way, there is something to be settled by prime minister and chancellor.

Another nod and another wink is not enough. Before Britain votes on Euro it must settle the argument about the politics as well as the economics. It must decide what sort of country it wants to be: a Canada (and no slight is intended here) on the edge of Europe or a power within it. That argument can be had only when Mr Blair has staked out the case for joining. To wait and see is to invite history to pass him by.

## LETTERS TO THE EDITOR

## Lord Mayor flying in face of logic

From Mr Rodney Leach, chairman, Business for Sterling, 18 Buckingham Gate, London SW1E 6PE, UK; Sir John Craven, chairman, Lloyds Bank, and Stanislas Yassukovich, chairman, S. M. Yassukovich and former deputy chairman London Stock Exchange

As for his remark that the City might not be "allowed" to be the leading market for euro-denominated business, this may make sense in an authoritarian state. In a free market world it is meaningless.

Of course, our would-be European competitors view this formidable array of advantages with envy and try to talk the City down. But the sight of the Lord Mayor uncritically recycling the propaganda of these rivals is unedifying.

The strength of a global financial centre does not depend on politics or on the currency in which firms pay their employees and their overheads. It depends on innovation, reputation, the ability to attract and hold

will London be more successful at fending off the predatory intentions of its rivals outside the euro, or inside?

Outside, London can still make some, if not most, of her own decisions. Inside, she will be increasingly subject to Qualified Majority Voting - usually as one against 10 or 12 or 14. The Germans and the French make no secret about their agenda on QMV, tax harmonisation and social harmonisation. They want more of all of them. None of that can help London.

Does Lord Levene - or anybody else - seriously believe that, if Britain joined the euro, Frankfurt and Paris would call off hostilities? Of course not. They would redouble their efforts. The sooner the City realises that the better. Meanwhile, London appears to have notched up more than 90 per cent of all deals in the euro since it was launched. We trust this affords Lord Levene some comfort.

Lord Stoddart of Swindon (Labour), Lord Harris of High Cross (Independent), Lord Pearson of Rannoch (Conservative), Global Britain, 126 Great Portland Street, London W1N 3PH, UK

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## Brazil's unenviable choices

Failure to curb financial turmoil in the wake of its currency devaluation has left the government with few easy options, write Richard Lapper and Geoff Dyer

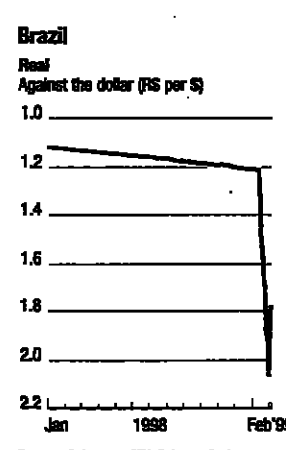
Brazil is showing the early signs of financial meltdown. What began as an attempt at a controlled devaluation is turning into a panic. Last Friday, Brazilians queued outside banks to withdraw their savings amid rumours that the government was about to freeze bank accounts. Interest rates have been raised to 39 per cent to steady the Real, which has lost almost 50 per cent of its value since the currency was allowed to float on January 13.

In the past few days, Pedro Malan, finance minister, has offered to resign, while the central bank has been given its third president in less than a month. An International Monetary Fund mission is in Brasília this week, renegotiating the terms of last year's \$41.5bn emergency support package. But Stanley Fischer, the IMF's first deputy managing director, was returning to Washington last night without any sign that Brazil and the Fund were close to an agreement. There is growing scepticism that Brazil can deliver on fiscal reforms agreed with the IMF last October.

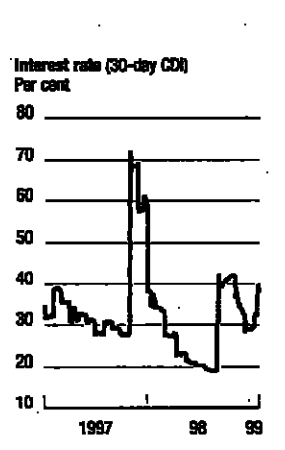
With confidence slipping fast, even George Soros, the international speculator, felt he had to lend a helping hand to Arnaldo Fraga, Brazil's new central bank chief and the former managing director at Soros Fund Management.

Mr Soros told the world economic summit at Davos in Switzerland that the Real was "clearly undervalued". "Brazil is in a very acute situation because on Friday you effectively had the beginning of a run on the currency," Mr Soros said. He did not think the Brazilian government had much time to sort things out.

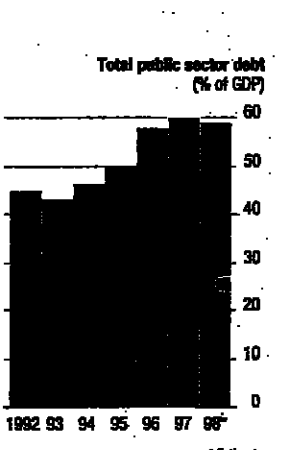
How did Brazil begin to unravel? The government is finding it much harder to service its \$94.7bn gross external debt at a time when it is all but cut off from international capital markets. Private sector companies are in much better shape, but their external debt has more than doubled in the last two years to \$119bn at the end of 1998.



Source: International Monetary Fund, Reuters Data



Source: Reuters Data



Source: Reuters Data

ernment's R\$320bn domestic debt, owed mainly to Brazilian banks and other financial institutions. The recent currency depreciation has increased the stock of the debt, because about R\$60bn is linked to the value of the dollar. About half of this debt falls due this year.

Already there are doubts about whether investors will agree to roll it over. The increase in interest rates - from 29 per cent to 39 per cent - will also increase the cost of debt servicing. One UK economist estimates each percentage point increase in interest rates increases debt service payments by R\$2.5bn a year.

When Brazil was negotiating its emergency aid package with the IMF, the government's interest bill this year was estimated at 7 per cent of gross domestic product. But following the devaluation, and with interest rates at 39 per cent, the interest bill is likely to be closer to 17 per cent of GDP.

Felipe Garcia, an analyst with Idea, a New York-based consultancy, says that some government creditors could eventually conclude that the interest rates or yield - no matter how high - would not compensate the risk of holding government paper.

"We have already reached the stage where it has become more difficult to place government debt. The fear is that at a further stage these investors will start dumping paper," he said. "Even if only 10 per cent of creditors were to sell, it could trigger a rescheduling."

So what are the government's options? Broadly, it has three: default, followed by renegotiation of debt; to slash public spending to compensate for higher interest payments; and to reduce the real value of domestic debt by inflation. All are unenviable, to put it mildly. Duff & Phelps, an international credit rating agency, believes that the country has a one in three chance of defaulting on its domestic debt.

But default, as Russia is finding out, has consequences so devastating that

ing crisis," predicts Lacey Gallagher, director of Latin America sovereign ratings at Standard & Poor's, the credit rating agency. "The only way to prevent banks becoming insolvent would be to freeze their liabilities (such as bank deposits) as well."

Default, however, is not inevitable. The government could try further budget stringency. There is a chance that the government could stabilise its currency, halt the steady outflow of dollars and reduce interest rates. Indeed, last week's panic began to ease when Fernando Henrique Cardoso, president, made it clear he had no intention of hijacking the savings of his compatriots. The Real has appreciated by about 10 per cent against the dollar since Friday. For stability to be restored the government would need to convince investors, banks and the IMF that it is making serious progress in reducing its fiscal deficit, now equal to 9 per cent of gross domestic product.

Making cuts of this magnitude is politically controversial. Congress has already approved new taxes and bigger pension fund contributions from civil servants that are expected to produce R\$22bn in savings. But with interest rates so high, the government is running to stay in the same place. The fiscal savings have already been eroded by its increased debt servicing costs.

That leaves option three: risking a bout of inflation to reduce the real value of domestic debt. In Brazil it is heretical to admit that there

can be any positive impact. Mr Fraga, the new central bank governor, says that for a country like Brazil, a little bit of inflation is like giving a drink to a recovering alcoholic.

Paulo Paiva, budget minister, adds: "We would far prefer to cut costs than rely on the help of inflation to create fiscal equilibrium."

The harsh reality, however, is that inflation could help. Brazil's history of high inflation, and the failure of the authorities to manage inflationary expectations in the past, means that many businesses are already beginning to prepare for a new wave of price rises. Private sector forecasters are already expecting price rises of at least 10 per cent and many acknowledge that the rate could be much higher.

Inflation could ease Brazil's debt problems. Even if nominal interest rates remain at current levels, price increases of even 10 per cent a year would reduce real rates and the burden of both existing debt and interest payments.

In addition, while inflation will increase government revenues, many of its expenses are fixed in nominal terms, which should help in further reducing the fiscal deficit and reduce financing requirements.

However, a rise in inflation would hit Brazil's wage earners and make the government unpopular. But even modest levels of inflation would be hugely controversial in Brazil.

Furthermore, price increases would bring back to spectre of indexation. President Cardoso scrapped the system five years ago, but if prices were to rise again, the government would come under enormous pressure from the trades unions to reintroduce it.

## Europhiles got this bit right

From Mr Douglas Ellison, chairman, City branch of the Campaign for an Independent Britain, 53 Beaconsfield Road, Greenwich, London SE13 7LG, UK

Sir, You make much of the fact that the financial shock was present only six days after the close of the euro, and that 50 per cent of all new issue business in the first month of its launch.

The hyperbole and political capital invested in the euro meant any self-respecting bank wanting to win mandates from the EC stable of borrowers bent over backwards to be part of the new game in town and artificially boosted the euro's share of new issue business.

Peter Levene, the current Lord Mayor, may well have a distinguished business career, but there is no guarantee under the system that this will always be the case. Next year it will be the manager of a printing and stationery business from Potters Bar.

We all know the Lord Mayor of the City is not elected by City practitioners (he is, after all, the appointee of his 12 or so predecessors).

So, are we really going to leave the promotion of London as a global financial centre to a legendary figure's successor rather than to the elected Mayor of London? Even a legitimate "first chamber of finance", totally unrelated to local government but chosen by the entire financial sector based on London, would be better than what lies in store.

Unless parliament addresses the absurdity of the Corporation of London in the context of the Greater London Authority Bill, great confusion and damage to London as a global financial centre will be done.

We will be the laughing stock of Europe in 2001 when there will be two mayors of London to address the bankers in Paris. Parliament had better wake up to what is happening before it is too late.

Malcolm J. Matson, 9 The Postern, London EC2Y 8BJ, UK

## Parallels with 1988

From Mr Dan McLaughlin, ABN Amro Stockbrokers, International Financial Services Centre, Dublin 1, Ireland

Sir, The pace of economic growth in the US ("Oasis of prosperity", February 1) raised the possibility that the next policy move by the US Federal Reserve will be to increase short-term interest rates, which would be a replay of policy developments following the 1987 stock market crash.

The Fed Funds rate was trimmed by a total of 80 basis points between October 1987 and February 1988 in response to fears that US and world growth would be severely dented by the plunge in equity values across the globe. In the event US growth, far from slowing as expected, accelerated strongly, boosted by the monetary injection from the Fed: gross domestic product rose 3.8 per cent in 1988, following 2.9 per cent growth in 1987. The strength of economic activity prompted the Fed to reverse policy in March 1988, with the first of a series of tightening moves.

The parallels with recent monetary developments are striking: the Fed Funds rate has fallen by 75 basis points since September 1998, in response to a perceived threat to growth stemming from financial market turbulence, but the strength of the US economy is reportedly causing a number of Federal Open Markets Committee members to doubt the wisdom of such a move. Therefore there is a risk that history repeats itself to the extent that the March FOMC meeting will raise rates, just as in 1988.

Dan McLaughlin, ABN Amro Stockbrokers, International Financial Services Centre, Dublin 1, Ireland

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FINANCIAL TIMES

The lessons of LTCM

Japanese bonds

Selling China

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## COMMENT &amp; ANALYSIS

## FINANCIAL TIMES

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Friday February 5 1999

## The lessons of LTCM

The heads of the 14 financial institutions that bailed out Long-Term Capital Management met yesterday for the first time since the deal was arranged. Whatever the disagreements within the consortium, they can only be pleased with the results of their actions last September.

The conduct of the bail-out was, by almost any standards, a success – certainly far more successful than the International Monetary Fund's attempts in Asia, Russia and Brazil. The process was carried out speedily, with the help of the New York Federal Reserve, and the unwinding of trades managed smoothly. The market divergences that caused LTCM to sink deep into the red have now reversed, leaving LTCM a profitable (and much less leveraged) institution. The biggest issue for the consortium is when, not whether, it will take its money back.

More debatable is whether the LTCM bail-out was necessary to avert a global financial meltdown. The truth is that we will never know for sure. The Fed, in its privileged position, may well have suspected that LTCM's collapse would trigger a cascade of failures of financial institutions; the global economy was in no state to withstand such a shock.

But the opportunity to teach financial market players a much-needed lesson about the dangers of hedge funds was lost. Instead, the bail-out reinforced the moral hazard problems that first arose

from the IMF's actions in Asia.

Nothing about the bail-out itself will induce the hedge funds to change their behaviour. LTCM's management were allowed to keep their jobs, and already John Meriwether, the senior partner, is blaming other Wall Street institutions for LTCM's misfortunes and is looking for new funding. The funds may exercise greater caution following the market shocks, but this is likely to be short-lived.

Perhaps this is inevitable: hedge funds, along with other speculative institutions, will by their very nature be tempted to take large risks. More regulation may only push them offshore. Much more important is whether banks – which lent to the hedge funds – have learnt anything. So far the news is good: banks are reducing their exposures to the riskier funds. But this prudence may not last long. Hedge funds are only the latest in a line of highly profitable wheezes that have tempted banks to overexpose themselves in areas they do not really understand. Ideally, what is needed is a change in the culture of risk assessment; otherwise, changes in regulation will have to fulfil the purpose.

The rescue of LTCM was almost a textbook example of how to conduct a bail-out, carried out at a critical juncture for the world economy. But the cost of this success may be that the lessons learned from the collapse will be quickly forgotten.

## Japanese bonds

Until recently, Japan's long-term interest rates were kept at rock-bottom levels by expectations of deflation. But the government's ballooning issuance of bonds to finance its expansionary fiscal policy had to feed through into the market some time.

A serious mismatch of supply and demand has arisen in Japan's bond market which, without intervention, can only be resolved by falling prices. Gross new bond issuance in 1998 reached ¥59,000bn (\$526bn), almost 70 per cent up from 1997. With this year's budget deficit set to rise further, bond issuance in 1999 will be at least as high. Local government bond sales are also likely to expand. General government debt is predicted to reach 118 per cent of gross domestic product by 2000.

Meanwhile, the demand for bonds is falling. The Trust Fund Bureau, a subsidiary of the Ministry of Finance which holds 34 per cent of all outstanding Japanese government bonds, recently announced that it was halting new bond purchases.

The result of these imbalances so far has been a rise in the 10-year bond yield to over 2 per cent, from a trough of 0.74 per cent last October.

The return of significantly positive bond yields is not all bad news; the banking sector, for example, could benefit.

But by absorbing private-sector

liquidity, and raising the cost of finance, the falling bond market will offset the expansionary effect of the government's fiscal packages. Combined with a very strong yen, the contractionary impact could be severe.

Yet Japan's policymakers are not responding. Kiichi Miyazawa, finance minister, said this week: "I will monitor them [bond yields] carefully if the move becomes abnormal, but for now we should let the market decide."

Radical action is needed. The Bank of Japan should start buying bonds directly from the government – in other words, finance the budget deficit by printing money. This would boost the bond market, expand the money supply and weaken the yen.

Such a large-scale and untried policy would, of course, carry risks. For it to work, both the government and the Bank of Japan would have to be firmly united behind it. This is no easy task, particularly given the BoJ's instinctive reluctance to carry out an overtly inflationary policy, but anything less than full support could result in chaos.

The policy of bond-financed expansionary fiscal policy in Japan has run out of steam, and there now is a risk that the bond market could disastrously collapse. Money-printing is the only option Japan has left to escape a desperate economic situation.

## Too much, too soon?

Robert Chote explains the background to the Bank of England's half-point cut in interest rates and argues that its economic impact will depend largely on what happens in the labour market

The Bank of England has done it again, confounding cautious City forecasts with an unexpectedly aggressive half-point cut in interest rates. So much for the sedate Old Lady of legend: this looks more like an assertive young woman in a hurry.

Britain's short-term interest rates have fallen by two percentage points since October, bringing them down to 5.5 per cent. Except briefly in the wake of sterling's ignominious departure from the European exchange rate mechanism six years ago, these rates have not been lower since the mid-1970s. Does the precipitate fall show that the Bank is alarmed about a "hard landing" for the UK economy, with falling output and rising unemployment? Or has the Bank done enough to prevent that?

The speed with which the Bank's monetary policy committee has reduced rates since last autumn is in marked contrast to the sluggishness with which it raised them over the previous 15 months. "Activist" monetary policy is the fashion nowadays, with Bank insiders reporting a new self-confidence in the way the committee members go about their business.

With the possible exception of Ian Plenderleith, the market operations director who voted to leave rates on hold in January, even the habitually cautious career central bankers now seem to accept that a stitch in time saves nine. Eddie George, the governor of the Bank, conceded in a recent interview that the Bank might be cutting rates too fast. But so what? If consumer confidence bounces back or the world economy perks up, rates will simply rise again. Over-enthusiasm can be reversed.

Nonetheless, the size of yesterday's move came as a surprise to most City economists. They had expected January's quarter-point reduction to be followed by another of similar size. But the return to the half-point reductions seen in November and December does not mean that the outlook for the economy has suddenly deteriorated. It owes less to events in the last month than to the quarterly rhythm of the Bank's forecasting cycle.

The Bank will publish its latest inflation forecast next Wednesday. Following yesterday's move, it will show that the underlying measure of retail price increases – which excludes mortgage interest payments – is roughly on course to hit the government's 2.5 per cent target in two years without further base rate changes.

But this does not necessarily mean that rates have now reached their floor. Many City economists were wrongfooted by the Bank's last quarterly report in November, which also showed that inflation was on course to hit the target if interest rates remained unchanged. Many analysts concluded that the Bank was signalling that rates were on hold. In the event they fell in each of the next three months.

The explanation was that, following the November report, fourth quarter economic growth came in fractionally lower than the Bank had expected (albeit slightly stronger than many City economists had thought). Meanwhile inflation came out in line with the Bank's forecast, but it would have been even lower but for increases in food and utility prices. Hence the Bank felt the



risks of cutting rates then were small. As these events unfolded, so the average of City and other independent forecasts for economic growth in 1999 almost halved from 1.1 to 0.6 per cent. Meanwhile predictions for inflation at the end of this year dropped from 2.5 to 2.2 per cent. Michael Saunders, UK economist at Salomon Smith Barney Citibank, calculates that these forecast revisions alone were enough to justify the rate cuts in December and January.

But what about yesterday's reduction? The Bank's explanation went as follows: "Taking account... of the prospects for international activity and prices, domestic costs and consumer demand, the committee's latest inflation projections implied that a further reduction in interest rates was necessary to keep inflation on a path consistent with the target of 2.5 per cent."

The reference to domestic costs probably refers to the outlook for inflationary pressures from the labour market. Evidence on this has been obscured by the suspension of the much revised official average earnings data. But several factors suggest that the threat of a continued rise in earnings growth is less serious than it looked in November. There are fewer plans for new jobs; recruitment difficulties have eased; and households' expectations of inflation have fallen. These factors suggest that employees are less likely to press for higher pay deals and that employers in turn are less likely to grant them.

The outlook for consumer demand also looks weaker. Retail sales volumes dropped in December and the Confederation of British Industry reported earlier this week that sales last month were down on a year ago. In its latest distributive trades survey 38 per cent of retailers reported that sales were down on January 1998,

while only 29 per cent reported that they were up. But judging the strength of consumer demand around Christmas and New Year is notoriously difficult.

So much for the detail: what about the big picture? After crunching the numbers, the Bank appears to have concluded that the outlook for economic growth is much as it thought, but that the associated inflationary pressure is less. Indeed, inflationary pressures are so subdued that the Bank can afford to cut rates even further to boost economic activity later. As Gordon Brown, the

chancellor, has instructed it to do, the committee is treating the 2.5 per cent inflation target as a guide, not a goal.

The broad question is whether recent interest rate cuts imply that the economy will get a "soft landing", one in which output growth slows rather than goes into reverse and in which any increase in unemployment is only modest. Not necessarily. Interest rate reductions have a powerful impact on people's spending power, especially if they have mortgages. Kevin Gardiner, at Morgan Stanley Dean Witter, calculates that after taxes and housing costs, the real spending power of someone with a £25,000 salary and a £50,000 mortgage will rise 10 per cent

**The real spending power of someone with a £25,000 salary and a £50,000 mortgage will rise 10 per cent this year**

this year to a level 50 per cent higher than at the peak of the last boom in the late 1980s.

Powerful stuff, but past experience suggests that rate cuts take a year to affect output and spending and another to affect inflation. This implies that the rate cuts since last October will not boost the economy until the latter half of this year. Meanwhile output over the next six months is in the lap of the gods. With many firms still trying to shift stocks of unsold goods, the economy may yet suffer a technical recession (ie, with output dropping two quarters running).

The short-term outlook is particularly uncertain because the Bank is confronted with three pieces of apparently inconsistent evidence about the economy's underlying strength. The gloomiest picture is painted by business confidence surveys, which, although showing some signs of an upturn, are doing so from depths uncharted since the recessions of the early 1980s and 1990s. At the other extreme, unemployment is at an 18-year low and employment has increased by almost 100,000 in the three months to November. Both suggest that growth remains above its long-run trend rate.

Figures for gross domestic product fall somewhere in between. They suggest the economy grew in line with its trend rate for much of last year, before recording an output increase of just 0.2 per cent in the fourth quarter. This was the slowest rate since 1992, but even if the economy does not expand at all over the coming four quarters it would still deliver a 0.5 per cent growth rate for 1999 as a whole.

For the Bank – though not for businesses – the outlook over the next six months must be of largely academic interest: it is too late for policy changes to make a difference. The question

now is whether and how far it can continue to cut rates, fuelling economic activity into the early months of the next millennium?

At its recent meetings, the monetary policy committee has approached this question in part by pondering the "neutral" level of interest rates at which monetary policy neither boosts nor restrains the growth in spending. Some members reject the very concept, but for the others it probably lies in the range 4.5 to 6.5 per cent. Yesterday's move brings rates to the middle of that range.

For open economies such as the UK, the International Monetary Fund assesses the stance of monetary policy by adding the effect of exchange rate movements to that of the interest rate. Using the IMF's assumption that a 3 per cent move in the real exchange rate is equivalent to a 1 percentage point change in base rates, Mr Saunders calculates rates could drop another point before monetary conditions are back at their average for the past 20 years.

The Bank will say next week that it has done enough for now. Several factors will determine where and when rates move next. Growth and inflation are important of course, but the exchange rate and the labour market may turn out more so.

The pound is no weaker now than when the Bank began cutting rates in October: if it starts to fall, base rates have less scope to follow. And as for the labour market, it seems unlikely that rising employment and easing pay pressures can co-exist for long. If unemployment finally starts to rise decisively, as most analysts believe, rates may still have some way to drop. But if job growth continues, the Bank could find itself in the unusual position of having done too much too soon.

## OBSERVER

## Ebner hops on board

What's the world coming to? Martin Ebner, Switzerland's best-known corporate investor, has decided to join the establishment. Just before Christmas he was promised a seat on the Alusuisse board, after its merger with Germany's Vag; now electrical engineering giant ABB is inviting him in as well.

Five years ago, Switzerland's movers and shakers would cross the street to avoid him but now Swiss blue chips are queuing up to recruit him. Fans of the bow-tied investor reckon that corporate Switzerland has finally recognised it's got another Warren Buffett on its hands – even though he doesn't quite measure up to the investment sage of Omaha. BK Vision and Pharma Vision, his two flagship funds, both underperformed the Swiss market last year.

So why the hurry to bring him on board? It's probably no coincidence that Ebner has built up big stakes in Alusuisse and ABB. It might all look very friendly, but both know he can make life tough for companies that don't listen to him.

His ABB investment has almost certainly precipitated the overdue unification of its share structure. Maybe no bad thing, but is this really reason enough for making him a director? UBS, Credit

Suisse and Roche, who've all had the benefit of Ebner's advice, have yet to invite him onto their boards. When they do, then Ebner will have really joined the Swiss establishment.

## Wolfgang waits

Hard-driving Wolfgang Reitzle's day might not yet have come, despite the gossip that's more likely to have emerged from competitors than from inside BMW. But even if he's not about to replace Bernd Pischetsrieder as chairman, few would bet that the high-handed engineer won't one day get the job.

BMW's undisputed number two, a college chum of Pischetsrieder, may be a serious player but there's also a touch of flamboyance about him that makes him better known to most Germans than his boss. Not least because his relationship with a television journalist often hits the German tabloids.

The 49-year-old golfer, who likes to apply lessons from the game to life, joined BMW at the age of 27. The only time he considered leaving was to join Porsche in 1992 for a huge salary and a share stake in the sports car business. His flirtation didn't impress BMW colleagues and the affair arguably cost him the job that went to Pischetsrieder. Some BMW people reckon Reitzle still harbours bad feelings to this day about being passed over.

Given the chance, he'd prove much tougher with Rover, but he can't absolve himself from all its problems. He was instrumental in its purchase and became its chairman, though he did favour a more radical integration of Rover into the business. He also drove the entire Rover fleet before he was convinced, if only the Mercedes had let him down, it could all have been so different.

## After Oskar

In November, it was Oskar Lafontaine, Germany's finance minister. Now, it's Jürgen Trittin, the Green environment minister, who's subject to speculation he might be thinking of a career in Brussels. Although the prospect of Mr Trittin becoming a commissioner is being denied there does seem to be a pattern emerging. Whenever times get difficult for a German cabinet minister – Mr Trittin is in hot water over his plans for shutting atomic power stations – the rumours surface, is a Brussels job the ultimate sanction?

## Euro-testing

The Italians just can't wait to get their hands on the levers of power in the European Union. Up to 30,000 hopefuls will tomorrow try to get themselves included in the next graduate intake for the European Commission – and an extraordinary 30 per cent of them are Italians.

Maybe it's because of their country's tradition of public service. Or perhaps they want to improve Italy's somewhat patchy record of contribution to EU debate. Italy was a founder member of the EU in 1958 but it's rarely exerted the influence of other large member countries. Italy has even provided a commission president, in the shape of Franco Maria Malfatti, but his term lasted just two years in the early 1970s. That may change next year; former Italian prime minister Romano Prodi is among front-runners to succeed Jacques Santer.

But whatever the motives of the 8,800 Italians invited to sit tomorrow's concours – a re-run of the test aborted last autumn when questions were leaked in advance – plenty are going to be disappointed. The Commission will choose just 1,900 for the next selection round, with only 475 finally winning through.

## On the button

Daniel Bouton's ability to supply soundbites in English put most of his Anglophone counterparts to shame, but even the Société Générale chairman occasionally stumbles. Promoting the growth prospects arising from his bank's friendly takeover of French rival Paribas, Bouton described the merger as "one of the most expensive". He quickly retrieved the rogue vowel – "expensive". Bien sûr.

## Financial Times

## 50 years ago

Peso Rumours Rejected Buenos Aires, Feb. 4. Considerable importance is attached locally to the announcement by the new Secretary of Finance, Señor Morales, who is also President of the Argentine Central Bank, that present official exchange rates will not be modified.

The statement adds: "Consequently reports circulating locally and abroad that an alteration of exchange rates is imminent are without foundation."

The statement implies a seeming determination to defend the peso's integrity internationally despite the fact that the country's economic condition points to the necessity of a measure of controlled devaluation.

Labrador Iron Ore Ottawa, Feb. 4. Iron ore deposits in Ungava and Labrador will make a major contribution to the Canadian economy in sustained earnings of U.S. dollars – "in fact initial operations will earn approximately as much in American dollars as all Canadian gold mines combined," Mr. W. H. Durrell, general mining director of the Labrador Mining and Exploration Company said today.



# Maverick on board

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INSIDE

**Battle on for \$5bn aspirin market**  
Battle is about to commence over the potential \$5bn market for a new class of drug that appears to have ended the 60-year search for a safe aspirin. Monsanto, the US life science company, has launched Celebrex, which combats arthritic pain and inflammation without causing the stomach ulcers often associated with aspirin and ibuprofen. But Merck, the world's biggest drugs company, will launch a similar product, Vioxx, within months. Page 20

**BMW fights to stay independent**  
Amid the frenzy of media speculation that Bernd Pischetsrieder's days as BMW chairman may be numbered, a broader question was looming: can the Bavarian carmaker cling to its independence in the face of the wave of consolidation sweeping the industry? Page 18

**Seoul braced for volatile year**  
After being the world's best performing bourse in dollar terms last year, Seoul's stock market has tumbled 15.7 per cent from its mid-January high. The recent surge was driven by the government easing monetary and fiscal controls to reflate the economy. The liquidity-driven market has provoked worries that the rise in shares amounts to a bubble inflated by aggressive cuts in interest rates. A more benign view is that the market also reflects a strengthening of Korea's economic fundamentals. Page 38

**Norway oil sector overruns budgets**  
Norway's offshore oil and gas investments almost consistently overran their budgets from 1994 to 1998, in spite of the industry's goal to halve its costs in that period, a government-commissioned report says. Page 28

**Rate rises cause Tokyo concern**  
Shares in Tokyo stretched their losing streak to four sessions, sending the Nikkei 225 average below 14,000 for the first time in more than two weeks as investors watched the recent rise in interest rates with concern. Page 38

**Colombia to bail out plantations**  
Colombia and the country's coffee authorities have announced a financial package for growers whose plantations suffered infrastructure damages after the country's worst earthquake in 100 years. Page 28

**CME to offer weather derivatives**  
The Chicago Mercantile Exchange plans to offer derivatives based on the weather to complement the growing over-the-counter market. The futures and options, which are related to average temperature levels, enable companies to hedge against unexpected movements in temperature. Page 26

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# Bond issues follow Real stability

Mexico and Argentina will test appetite for risk

By Edward Luca and Khazem Merchant

Mexico and Argentina yesterday took advantage of the stabilisation of the Brazilian Real to issue sovereign bonds on the international markets.

The offerings - the first from any Latin American government since Brazil floated the Real last month, and Mexico's first since before the Russian debt crisis last August - will be closely watched for signs of renewed investor appetite for risk.

"Investors seem to be differentiating between good and bad emerging market credits," said Nicholas Cournoyer, managing director of Montpelier Asset Management, an emerging market investor. He added: "This is good news for countries like South Korea, Croatia and Argentina but bad news for countries like Brazil and Indonesia."

In addition, Turkey is planning to launch its first euro-denominated bond in the next two weeks in an offering of up to \$1bn. (\$1.18bn)

Bankers said that yesterday's \$1bn offering from Mexico was well received by the large US investors, most of whom see the Mexican economy as having "decoupled" from Brazil. "The market is happy about strong US growth figures and this is seen as good for the Mexican economy

because it is so close to the US," said one banker.

The bond, likely to come at a spread of 400 basis points over the US Treasury benchmark bond, includes warrants which give the investor the right to convert Brady bond holdings into Mexican eurobonds. Brady bonds are defaulted commercial loans floated as bonds and backed up by the collateral of US Treasuries. "The warrants are an extra incentive for the investor to buy into this debt," said one trader.

US emerging market funds are thought to be keen to re-invest in safer emerging market bond issues, having kept a high proportion of their hold-

ings in cash in the last few months. US and European investors are constrained by the historically low yields on western government bonds and other securities. "It is a trade-off for investors between their fear of risk and search for yield and at the moment the latter is getting the upper hand," said one analyst.

Argentina's \$300m bond was targeted at European retail investors and will be comparable with previous D-Mark, lira and Dutch guilder-denominated bonds of the same maturity. The bond, which came at a coupon of over 10 per cent, steps down to a lower coupon next year. Once all four

tranches have been converted into the same bond it will be worth \$1.5bn - the largest volume emerging market bond in the single currency.

Turkey's bond comes partly as an escape from high interest rates in its domestic market. Earlier this week it issued \$1.85bn worth of domestic Treasury bonds at a yield of 180 per cent. Its five-year euro-bond is expected to offer a yield of around 10 per cent.

"Today's announcements (of prospective bonds issues) are just a straw in the wind. If they do well it would indicate a return of better emerging market sentiment. But the deeper problems are still unresolved," said one banker.

World Bond Markets, Page 28

# NY state to probe internet brokers

By John Labate in New York

Eliot Spitzer, newly-elected New York state attorney-general, has launched an investigation into online trading groups following a significant rise in consumer complaints.

He made his announcement as E-Trade, the popular internet-based stock trader, confirmed that a software problem had caused a second consecutive day of problems, leaving many customers unable to trade on its online and automated telephone systems.

On Wednesday, the company said a similar "outage" had occurred for 14 hours during the morning due to a software upgrade.

Regulators have been slow to respond to rising complaints against online trading firms. Arthur Levitt, chairman of the Securities and Exchange Commission, expressed concern recently about online trading in internet stocks, but no action has been taken.

Mr Spitzer, whose responsibilities include consumer protection, is asking companies to volunteer information on projected growth estimates and details about handling transactions before deciding what action - if any - to take.

"The public knows that there are always risks involved in investing in the stock market," he said. "But part of the risk should not include questions about whether trades will be executed promptly, or whether online brokerage firms can deliver on the services that they've promised."

E-Trade's troubles come within weeks of similar system-wide outages at two of its larger competitors, Charles Schwab and Waterhouse Securities. Schwab and Waterhouse were forced to take their trading systems down for approximately one-hour periods due to heavy trading in internet stocks. Both companies have raised customer margin requirements for some stocks to cool the market.

According to CS First Boston, average daily trading volumes for online brokers rose 34 per cent in the fourth quarter of 1998 from the previous quarter. Online trading now accounts for one of every seven equity trades.

The sector has come under fire for its inability to supply sufficient technology to meet consumer demand.

phony equipment, after the US.

Despite Pepsi's soccer sponsorship victory, Coca-Cola has not been completely eclipsed. This week it unveiled the country's largest advertisement on a 26-story building in Shanghai, depicting four pictures of Coke bottles covering 8,800 sq meters.

# Pepsi scores over Coke in \$55m Chinese soccer sponsorship deal

Soft drinks giant targets 400m avid supporters

By James Kyrie in Beijing

Pepsi has beaten Coca-Cola for the top advertising deal in the world's most populous market, winning the right to sponsor China's soccer league for five years.

A Chinese Football Association official said yesterday that Pepsi's bid of Rmb90m (\$11m) a year had been accepted after a fierce bidding battle with Coke. The annual sponsorship price may be renegotiated each year, said one official.

Pepsi, which lags far behind Coke in Chinese sales, bought the right to call the league after its product, known as *baishikele* in Chinese. Pepsi may also place advertising boards around club grounds.

The impact of the deal cannot be underestimated in an increasingly brand-conscious country. According to one CFA official, there are 400m soccer fans in China, many of whom tune in to regular televised matches and read copious newspaper coverage.

Television commentators are in the habit of mentioning the name of the soccer league several times during a match, and print journalists include it in their reports.

It is generally accepted that much of the popularity of Marlboro cigarettes in China derives from Philip Morris's



Red China: Former Manchester United star Bobby Charlton passing on his skills at a Beijing soccer clinic

sponsorship of what has been called the Marlboro League for the past five years. Philip Morris agreed in 1994 to pay \$1.2m a year with an annual increase of 5 per cent for its league sponsorship, a CFA official said.

Ericsson, the Swedish telecommunications equipment manufacturer, was also expected to win a related Chinese soccer advertising deal but the details were not clear, said a CFA official. Ericsson in China said the company was "very interested" in securing a soccer sponsorship slot, but declined to provide further information. China last year became the second biggest world market for mobile tele-

phony equipment, after the US.

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# ABB to simplify share structure

By William Hall in Zurich and Tim Burt in Stockholm

ABB, the international engineering and technology group, is to simplify its structure by replacing four different types of securities with a single share which will clear the way for an eventual full US stock exchange listing.

Göran Lindahl, ABB's chief executive, said the decision to introduce one share with the same par value and voting rights, and replace the three holding company boards with just one, marked the "final step in fully integrating ABB", following the 1988 merger of Asea of Sweden and Brown Boveri of Switzerland.

ABB's announcement to modernize its share structure came with the release of the group's 1998 results which saw an 11 per cent rise in net income, to \$1.2bn. ABB's problematic power generation business nearly tripled its contribution and all but one of the group's seven divisions posted higher earnings.

The delay in simplifying ABB's share structure had become embarrassing for the company and had begun to cast a shadow over ABB's claim to have consummated one of the world's most successful cross-border mergers.

ABB had moved decisively towards its goal of becoming a "faster, more knowledge and service-based global company", said Mr Lindahl. It had acquired several companies, of which the biggest was Elsas Bailey, and increased net income margins from 3.8 per cent to 4.3 per cent.

ABB's inflow of new orders in 1998 slipped to Sfr37.5bn (\$22.3bn) and Mr Lindahl

admitted that his target of achieving \$50bn of new orders by 2001 was obsolete because of the more challenging business environment and changing business profile of ABB. However, ABB remained committed to achieving average annual growth of at least 6 per cent and increasing its net income margin from 4.3 per cent, to between 6 per cent and 7 per cent by 2001.

Almost all ABB's international rivals have modernised their share structures and ABB's efforts to follow suit have been thwarted until now by the conflicting claims of the company's biggest shareholders, Sweden's Wallenberg family and Switzerland's Schmidheiny family.

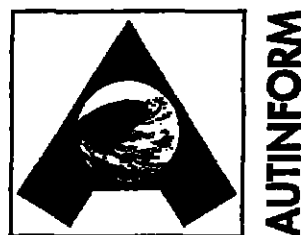
One banker close to ABB noted that Martin Ebner, a Swiss investor who had invested heavily in both ABB's Swiss and Swedish parent companies, had probably forced ABB to simplify its share structure. The decision to put Mr Ebner on the ABB board, along with Jacob Wallenberg, son of family patriarch Peter Wallenberg, suggested that the major shareholders have demanded increased representation in return for giving up their rights.

Simon Marshall-Lockyer of BT Alex Brown in Zurich, said that Mr Lindahl was a worthy successor to Percy Barnevik, who had put together the 1988 merger of Sweden's Asea and Switzerland's Brown Boveri, and remained chairman. The move to a single share was the "final step in putting the past behind it", said Mr Marshall-Lockyer.

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This announcement appears as a matter of record only

December 1998



German-based IT Management Consultant and SAP Logo Partner

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## COMPANIES &amp; FINANCE: EUROPE

AUTOMOTIVE INDUSTRY CHAIRMAN PISCHETSRIEDER UNDER FIRE FOR TROUBLES AT ROVER

## BMW board set to decide chief's future

By Haig Simonian and Uta Harnischfeger in Frankfurt

BMW, the German carmaker that owns UK-based Rover, today convenes a crucial board meeting which is expected to settle the fate of Bernd Pischetsrieder, chairman, amid intense speculation that he may be removed to take the blame for BMW's ill-fated purchase of Rover.

But despite a flurry of media speculation that Mr Pischetsrieder will go, it appeared that the board

would give him its backing. Yesterday, BMW dismissed the talk as "speculation" but appeared to leave the issue open when it said that personnel matters could be on the agenda.

German business executives said Mr Pischetsrieder appeared relaxed at a meeting of BMW's top managers in Munich to discuss the functional changes yesterday. There was absolutely no indication anything was afoot, said one participant. "It was totally normal".

The supervisory board meeting, also to take place in Munich, has been called to assess the German carmaker's strategy at Rover. Speculation mounted this week that the 1994 Rover acquisition, masterminded by Mr Pischetsrieder, could be his downfall, despite expressions of support from the Quandt family, which controls 45.6 per cent of BMW's stock.

Rover is expected to lose up to DM1bn (£511m, \$580m) in 1998, based on BMW's con-

servative accounting standards, because of falling sales, restructuring costs and the strength of sterling. Rover's problems have overshadowed BMW's own sales success in 1998 and led to a warning from the company to shareholders last week that profits this year would not match the DM1.25bn made in 1997.

The Quandt family has the power to tip the scales in crucial meetings such as today's. In January, the Quandt family flatly rejected

speculation that they may look to take their money elsewhere.

Analysts say they doubt Mr Pischetsrieder will go at this stage. Klaus-Jürgen Metzner, head car analyst at Deutsche Bank in Frankfurt, expected BMW to give him another six months to pull Rover out of its worst trouble.

Then, he said, there may be only two solutions: either sell the whole concern or try to find a partner that could extract some synergies from

using Rover's platform. Georg Stürzer, senior car analyst at Bayerische Hypo- und Vereinsbank, said: "If someone like Jürgen Schrempp [DaimlerChrysler chairman] came in, he would just get rid of it all."

Speculation about Mr Pischetsrieder's removal triggered a surge in BMW shares yesterday to €693.50 at one point before closing at €690 or 6.5 per cent higher at €690.

See Observer

## VW comment heightens Scania battle

By Tim Burt in Stockholm

The battle for control of Scania, the Swedish heavy-truck manufacturer, took a fresh twist last night when Volkswagen hinted it was interested in developing a presence in the medium- and heavy-truck sector.

The German group is understood to have contacted Scania and Investor - the truck company's controlling shareholder and the main vehicle for Sweden's Wallenberg empire - following the acquisition last month of almost 13 per cent of Scania by Volvo, Scania's Swedish arch-rival.

Ferdinand Piëch, VW chairman, said yesterday the group would expand its truck interests "until a suitable opportunity [for acquisition or co-operation] arises".

Nevertheless, people familiar with the situation expressed surprise that VW would make its ambitions public if it was seriously contemplating a counter-offer to Volvo.

Volvo, which agreed last week to sell its car division to Ford of the US for \$4.5bn (£2.8bn), has made plain it would like to fold Scania into its own heavy-trucks business.

Talks between Volvo and Investor were said yesterday to be continuing, although the Wallenberg company reacted coolly and said it was considering other options for Scania.

The two sides are thought not to have discussed a price or structure of any deal.

If Volvo secured an agreed

deal with Investor - regarded as the most likely outcome by Swedish analysts - the enlarged group would become Europe's largest heavy-trucks manufacturer.

"It will come down to price and the value Volvo puts on the synergies it can achieve," said one official. Some observers believe Volvo could achieve savings of more than SKr3bn a year by pooling its marketing, purchasing and distribution activities with Scania.

But Scania officials have questioned the industrial logic of such a marriage, pointing out that a common platform could take a decade to develop and that distributors might not welcome a takeover.

In the event of a change of ownership, Scania insiders have stated a preference for a partner promising complementary products, rather than the heavy-truck duplication offered by Volvo. Both companies claim about 15 per cent of the European heavy-truck market.

Although there were some suggestions yesterday that Fiat might be considering a rival bid for Scania in competition with Volvo, Italian analysts considered such a move highly unlikely. Fiat would be reluctant to enter into a costly bidding war, and in any event the Turin group was seeking an all-embracing automotive alliance rather than an acquisition in a specific sector such as trucks, they said.

Additional reporting by Paul Betts in Milan

## End of the road for independence?

Consolidation is rapidly becoming the name of the game, writes Haig Simonian

Amid yesterday's frenzy of media speculation that Bernd Pischetsrieder's days as BMW chairman may be numbered, a broader question was looming: can the Bavarian carmaker cling to its independence while many of its rivals are merging?

Three years ago, BMW was revered as one of the world's most successful carmakers. It was a case study of outstanding engineering, canny marketing and brand management. Rivals admired the skill with which BMW had made itself synonymous with upmarket sports saloons. Marketing people from well beyond the motor industry lauded its skills in positioning its premium products as "The Ultimate Driving Machine".

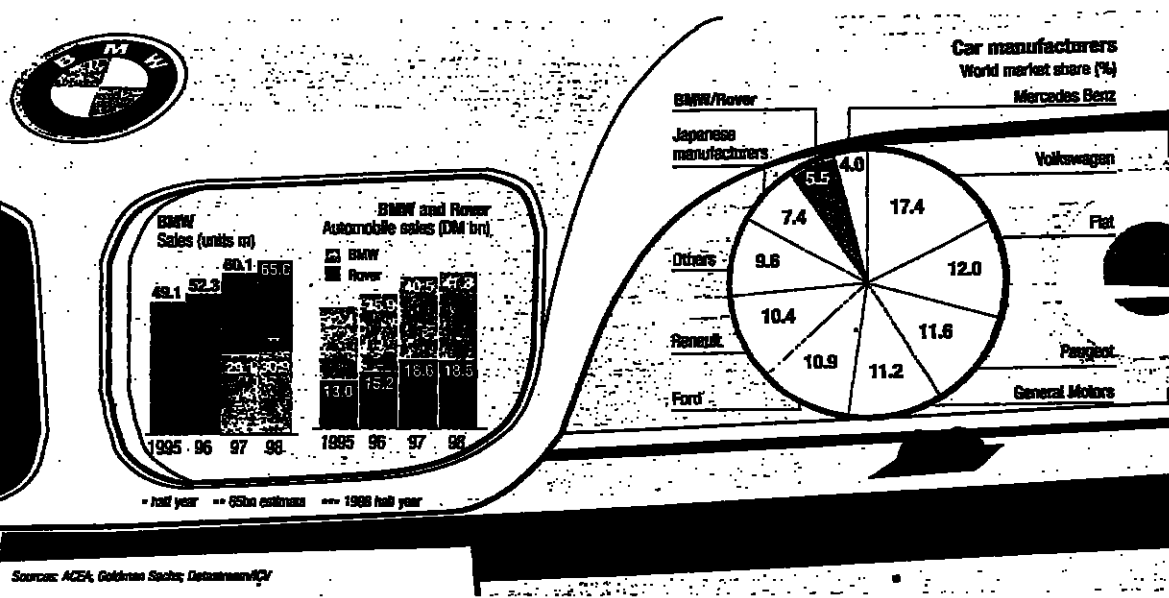
It was just as BMW was reaching the crest of that wave that Mr Pischetsrieder bought Rover, masterminding the \$800m acquisition from British Aerospace in what was one of the boldest moves in the motor industry at the time and an extraordinary step for the conservative German carmaker.

Backed by Eberhard von Künheim, his predecessor on the management board and

now BMW's supervisory board chairman, he argued there were limits to how far BMW could grow with its one prestige brand. Adding the UK carmaker, best known for the Land Rover off-road marque but also boasting others such as MG and Mini, would bring complementary skills.

That was because Rover specialised in small front-wheel drive vehicles, compared with BMW's larger, rear-wheel drive products. Also, it offered additional market share in various countries, notably the UK. But Rover turned out to be much more of a handful than anyone at BMW expected. Technology, manufacturing skills and productivity were all below par, despite years of close co-operation with Honda. More acutely, the strength of sterling in the past two years put immense pressure on the company's already poor profitability. UK sales nosedived as continental European carmakers used their wider currency-enhanced margins to buy market share.

But Rover is only one of the issues facing BMW. Critics have attacked the group's



conservatism at a time of unprecedented change in the motor industry.

On the product front, it has stuck to its core sports saloons, with only limited diversification into other niches, such as convertibles. That may be justifiable in business terms. BMW's emphasis on its "core values" has not hurt the bottom line, with continuing strong demand for its 3, 5 and 7 series saloons.

However, its apparent inflexibility has come at a time when competitors have ventured successfully on to new ground. Volkswagen's upmarket Audi brand has shown daring and determination in

challenging BMW's traditional territory.

Mercedes-Benz, BMW's arch rival, has also branched out to break away from its staid image and ageing customer base. Even allowing for slips, such as the troubled launch of the A-Class minicar that had to be expensively redesigned, diversification has brought Mercedes-Benz within easy reach of its target to sell 1m cars a year by 2000.

But it is the Daimler-Benz parent company that has really put the pressure on BMW. Its takeover last year of Chrysler of the US prompted a step change for the entire motor industry. The creation of DaimlerChrysler has forced other

car companies to re-assess their previous assumptions about optimum size and economies of scale. The DaimlerChrysler deal has left smaller, specialist carmakers looking vulnerable.

Volvo, whose car subsidiary built almost 400,000 vehicles last year, drew the appropriate conclusions last month by selling its car operations to Ford for \$6.45bn. For many analysts, BMW, which made about 700,000 cars last year, excluding almost 490,000 at Rover, looked next in line.

Mr Pischetsrieder and Wolfgang Reitzle, the group's head of product development, have emphasised BMW's ability and determination to remain

independent. "We have the critical mass in all important areas in our business," said Mr Reitzle at the Detroit motor show last month.

Whoever runs the group, that view may have to be reassessed.

In the short term, BMW will continue to be overshadowed by Rover, which has now lost all sight of its target to break even by next year.

Longer term, however, BMW's bosses will also have to bend their minds to the strategic issue of whether their group really is the right size to survive and flourish in an industry where consolidation has become the name of the game.

## Future uncertain for Rover's Longbridge plant

By Juliette Jowitt

Unions and industry experts yesterday expressed their concern over the fate of Bernd Pischetsrieder, BMW chairman, warning that his removal would jeopardise the future of Rover's biggest factory in the UK.

Although many observers expect BMW to reiterate its faith in Mr Pischetsrieder, there are strong fears that he may be removed at today's BMW board meeting.

The leading contender to replace him appears to be Wolfgang Reitzle, who has led the growing opposition to Rover on the BMW board.

Unions warned that Herr Reitzle favoured closing the Birmingham factory, which employs 14,000 workers, and keep only the Oxford plant to produce the Mini and Rover 75 and Land Rover at Solihull.

He is also seen as unlikely to back Mr Pischetsrieder's plans for a £300m (£491m)

investment at Longbridge in Birmingham to build a replacement for the 200 and 400 series, they said.

Tony Woodley, chief negotiator with the T&GFWU, said: "I'm very concerned because it's a well known fact that the one major supportive person on that board is Mr Pischetsrieder."

BMW said yesterday that personnel issues could be discussed at the meeting, but described talk of Mr Pischetsrieder's fate as "specu-

lation". A further announcement will be made this afternoon.

The latest blow for the 14,000 Longbridge workers comes just two months after they agreed to 2,500 job losses and new flexible working hours, in exchange for long-term job guarantees.

The company blamed the high pound and inefficiencies at the outdated Longbridge plant for losses estimated at up to £500m last

year, but promised to invest in new models to guarantee future employment.

Mr Woodley said he would be "demanding" BMW honour the agreement, which was ratified by the whole board.

Yesterday workers leaving the factory were angry they had found out through the media and uncertain about the future.

"If Pischetsrieder did go it would be very serious; I think it's more serious now

than it was a couple of months ago," said Charles Walton, a driver and shop steward.

Steve Battle, chief executive of the Birmingham Chamber of Commerce, warned: "It's not just very serious for the people of Longbridge, but for the whole economy of the West Midlands because...there are so many other jobs in the supply industry that are dependent on contracts with Rover."

## MSDW vies for Spain lead

By Tom Burns in Madrid

Morgan Stanley Dean Witter, the US financial services group, is poised to take a leading position in Spain's securities business through the acquisition of Madrid-based AB Asesores, the biggest non-bank broker and asset management firm in the domestic market.

The transaction - the first cross-border takeover of a financial institution in Spain since the launch of the euro - is valued at between Ptas45bn and Ptas60bn (£270m-£361m, \$368m-\$468m) and is expected to be announced on Tuesday.

The move by MSDW, which has long been active in Spanish corporate

finance, represents a strong challenge to a number of international institutions which have been drawn to Spain, one of the fastest-growing economies in the euro-zone, by the buoyant growth of the domestic fund business.

Asesores had Ptas510.5bn funds under management at the end of last year and raised 1998 net profits by 24 per cent year-on-year to Ptas3.2bn.

Spain's asset management business is growing faster than the European average, and the total volume of funds increased by Ptas8,800bn last year to Ptas33,000bn.

The acquisition of Asesores, which has 548 staff,

will give MSDW a powerful foothold in the domestic fund market.

The Spanish firm, which was created in 1984, operates 40 offices nationwide and has 40,000 high net worth clients.

It also has a well established broking business as well as venture capital and corporate finance units, which are likely to be of lesser interest to MSDW.

Asesores is controlled by its three founding partners, who share 45 per cent of its equity, and by senior executives who own a further 28 per cent.

MSDW, the US insurance group, holds a 30 per cent stake in the securities house. Merrill Lynch was an early

foreign entrant into this business when in 1996 it paid Ptas7.7bn in 1996 for FG, a Madrid brokerage and fund firm that at the time rivalled Asesores as an independent securities house.

Last year Merrill opened a Barcelona office and said it would significantly boost its private banking business in Spain through a further three regional branches.

International groups that have recently set up Luxembourg-based equity investment vehicles to tap domestic savers include Fidelity of the US, while Schroders, the UK merchant bank, has added an investment management division to its corporate finance business in Madrid.

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INFORMATION TO THE UNITHOLDERS

**DECISION OF THE BOARD OF DIRECTORS OF THE MANAGEMENT COMPANY**  
On January 19, 1999, the Board of Directors of Scontinvest Bond Fund Management Company S.A., as management company of the fund "Scontinvest Bond Fund" decided to close, with effect as at March 10, 1999, the sub-funds SCNTINVEST BOND FUND - MULTI HEDGED DEUTSCHE MARK and SCNTINVEST BOND FUND - MULTI HEDGED SHORT TERM DEM as a result of the contribution of their assets to the sub-fund SCNTINVEST BOND FUND - MULTI HEDGED FRENCH FRANC and SCNTINVEST BOND FUND - MULTI HEDGED SHORT TERM FRF and to redenominate these sub-funds in SCNTINVEST BOND FUND - MULTI HEDGED EURO and SCNTINVEST BOND FUND - MULTI HEDGED SHORT TERM EURO.

The Unitholders who disagree with the proposed contribution can, within one month, request the redemption of their units in compliance with the terms of the prospectus.

**NEW MANAGEMENT REGULATIONS DATED JANUARY, 1999**  
It results from the decision dated January 19, 1999, between Scontinvest Bond Fund Management Company S.A., as Management Company of the fund "Scontinvest Bond Fund" and Discount Bank S.A., as Depositary, Bank of the fund above, that the updated Management Regulations dated January 19, 1999, have been issued and signed to book the modifications of form and content made to the articles 1, 7, 15 and 17 of the Management Regulations dated December 13, 1995.

These modifications of form or content are mainly related to the definition of the code used for currencies, the issue of bearer certificates and the details of the publication of notices.

The new Management Regulations will be deposited with the "Registre de commerce et des sociétés" of Luxembourg.

**NEW SALES PROSPECTUS DATED MARCH 1999**  
It results from the decision of the Board of Directors of Scontinvest Bond Fund Management Company S.A., dated January 19, 1999, that the coordinated Sales Prospectus dated March 1999, will be updated to take into account the modifications resulting from the following decisions:

1. Modifications of form and content made to the articles 1, 7, 15 and 17 of the Management Regulation dated December 13, 1995 related to the definition of the currencies' codes, the issue of bearer certificates, and the formalities for publication.
2. Modifications resulting from the introduction of the EURO of which the merger by acquisition of sub-fund of same nature expressed in currencies of countries participating to the EURO.
3. Creation of a new sub-fund: Scontinvest Bond Fund - Multi EURO (expressed in EUR).

The bearer certificates issued are exchangeable from March 10, 1999 at Discount Bank S.A., 18 Boulevard Royal, L-2449 Luxembourg.

The new Sales Prospectus, dated March 1999 will be available at the Registered Office of the Management Company.

Luxembourg, January 19, 1999

The Management Company  
Scontinvest Bond Fund Management Company S.A.

## Canal Plus in PFE talks

By Alice Rawsthorn

Canal Plus, the French media group, is in talks with Prince Muhammad Bin Bandar Abdul Aziz regarding the acquisition of the rights to PolyGram Filmed Entertainment (PFE) pictures if he succeeds in his \$500m bid for the company.

The prince, a member of the Saudi royal family, paid \$50m into an escrow account last week as a gesture of good faith to Seagram, the Canadian entertainment concern which bought the entire PolyGram group for \$1.1bn late last year.

His lawyers have since been locked in negotiations with Seagram's advisers in New York, trying to finalise a deal worth roughly \$500m.

Providing the prince can finance the deal, Seagram will agree to the sale, thereby shelving plans to merge PFE's non-US assets with its Universal Pictures subsidiary.

Canal Plus expressed interest in PFE, which backed such hits as *Four Weddings And A Funeral*, *Forrest Gump* and *Elizabeth*, as soon as Seagram put it up for sale last summer.

The French group is anxious to expand its feature film interests and to reduce its reliance on the Hollywood studios as suppliers of pictures for its pay-TV channels.

However, Canal Plus could not afford to meet Seagram's price expectations by paying at least \$750m for PFE, and was forced to try to orchestrate a joint bid with other investors.

Prince Muhammad indicated his interest in PFE several months ago.

Seagram discounted him as a serious bidder, however, because it doubted his ability to finance the transaction.

The prince dispelled its doubts with last week's \$50m down-payment, and is now in discussions with Canal Plus.

The French group, which recently raised its stake in the *Pathé* entertainment concern, is keen to secure distribution rights to PFE films in *cinéma* markets, notably France.

Alternatively, it may run the business there with the prince on a joint-venture basis.

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**The acquisition by AngloGold of the gold interests of Minorco**

At the general meeting of members of AngloGold held on Wednesday, 3rd February 1999, the ordinary resolution for the ratification and approval of the acquisition by AngloGold of the gold interests of Minorco was passed in the manner and by the majority required for a related party transaction in terms of the Listings Requirements of the Johannesburg Stock Exchange.

It is expected that settlement in terms of the acquisition agreement will take place during March 1999, when the last of the conditions precedent will have been fulfilled.

Johannesburg 4 February 1999

150 من الجاهل



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# VW comment heightens Scania battle

The fight to control of the Swedish heavy truck manufacturer took a new turn when Volkswagen announced it was planning to acquire a 10% stake in the company. The move is seen as a key step in VW's strategy to build a global truck empire, and the announcement has heightened speculation that a full-scale takeover of Scania is imminent. VW's move comes as the company seeks to diversify its portfolio beyond the automotive sector, which has been hit by a global economic downturn. Scania, a leading Swedish truck manufacturer, has been a target of interest for several years. The acquisition would give VW a significant foothold in the European truck market, which is a key area of competition for the company. VW's move is also seen as a challenge to Scania's long-standing partnership with Volvo. The two companies have a complex relationship, with Volvo holding a significant stake in Scania. The acquisition by VW is expected to lead to a more aggressive competition for market share in the trucking industry.

## NEWS DIGEST

### UBS income to fall in 1998

UBS AG, the Swiss financial services group, has announced that its income for 1998 will be significantly lower than in 1997. The company's earnings are expected to decline by approximately 20% due to a combination of factors, including a reduction in interest income and a increase in provisions for bad debts. The company's management has expressed concern about the outlook for 1998, particularly in light of the global economic uncertainty. Despite the decline in income, UBS remains a leading financial institution, with a strong presence in the Swiss market and a growing international footprint. The company's assets under management are expected to continue to grow, providing a solid foundation for future growth.

### Scania hit by loss


Scania, the Swedish truck manufacturer, has reported a significant loss for the third quarter of 1998. The company's earnings before interest and taxes (EBIT) fell by 15% compared to the same period in 1997. The loss was primarily due to a decline in sales and a increase in operating expenses. Scania's management has attributed the loss to a combination of factors, including a decline in demand for heavy trucks and a increase in competition. Despite the loss, Scania remains a leading manufacturer in the trucking industry, with a strong reputation for quality and reliability. The company is expected to continue to invest in research and development to maintain its competitive edge.

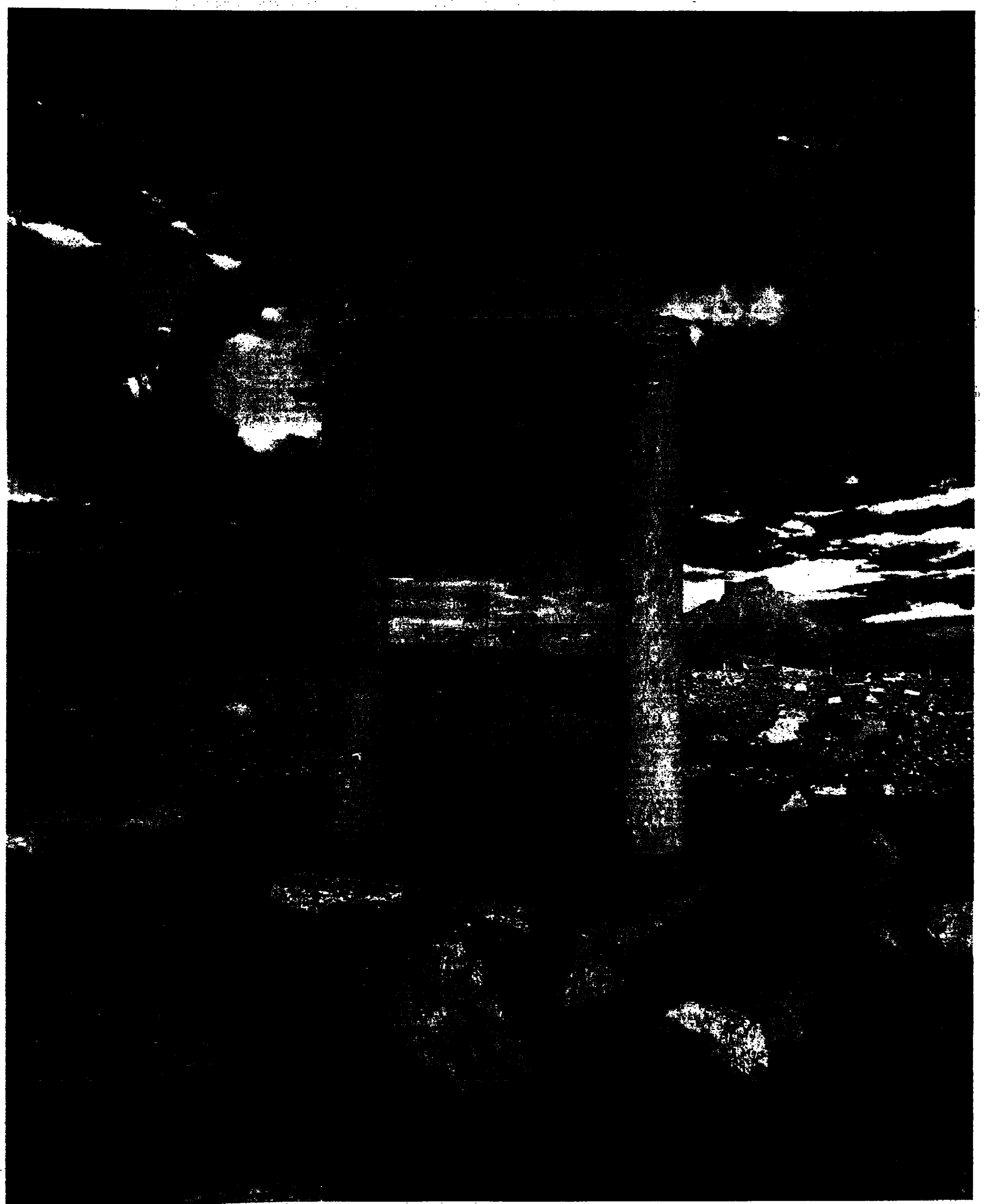
### Den Danske deal

The Danish government has announced a deal to acquire a significant stake in the Danish financial services group, Den Danske. The deal is expected to be completed in the near future, and it is seen as a key step in the government's strategy to strengthen the financial services sector. The acquisition would give the government a significant influence over the group's operations, which are expected to continue to grow. The deal is also seen as a challenge to the private financial services industry, which has been a target of government intervention in recent years.

### Gold

The price of gold has risen sharply in recent weeks, reaching a new high. The increase is attributed to a combination of factors, including a decline in the value of the US dollar and a increase in demand for gold as a safe haven asset. The rise in gold prices has led to a increase in the value of gold holdings, which has been a source of concern for some investors. Despite the rise in prices, gold remains a popular investment option, particularly for those seeking to diversify their portfolios. The price of gold is expected to continue to rise in the near future, driven by the same factors.

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John 1:20

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## COMPANIES &amp; FINANCE: ASIA-PACIFIC

## Nippon Steel issues zero profit warning

By Alexandra Harney in Tokyo

Nippon Steel, Japan's leading steel manufacturer, warned yesterday that difficult conditions in the domestic market and an unexpected collapse in export volumes meant it would not make a profit this year.

The warning came as the trade ministry said Japan's steel industry had bottomed out and was poised for recovery. Shinya Okuda, director of the iron and steel division of the Ministry of International Trade and Industry,

said steelmakers were already seeing the benefits of a government economic stimulus programme and a modest revival in demand. The level of Japanese steel exports has plunged in recent months since US steel producers filed anti-dumping charges against Japan last September. This eliminated the only source of revenue growth for Japanese steelmakers, and revived fears of bankruptcy in the embattled steel sector.

Nippon Steel revised its earlier forecast of ¥5bn

(\$44.5m) in net earnings to no additional after-tax profits. This compares with ¥35.3bn in net earnings last year, on sales of ¥2,305bn. Nippon Steel also cut its sales forecast to ¥1,920bn.

The group, which had about ¥2,621bn in interest-bearing liabilities in March 1998, has been shedding assets and retiring workers to improve its balance sheet. It expects a ¥120bn extraordinary loss on sale of its semiconductor business, and a ¥35bn extraordinary loss on valuation of market-

able securities. Nippon Steel was the only one of the big five steel manufacturers that had expected to make an after-tax profit this year. However, Mr Okuda insisted that the steelmakers' core operations were still profitable.

"The situation in the steel sector is not serious... the steel divisions at the five integrated steelmakers are still in the black. The problem is that they invested in different businesses, including semiconductors and machinery, and that is hold-

ing them back," he said. Japanese steel producers had eliminated most inefficiencies in their steelmaking operations, although some of the non-core businesses were still overstaffed, he said. Their business interests include concert hall management and farming shiitake mushrooms - but these allowed steelmakers to uphold their social responsibility by preserving employment. Mr Okuda added.

Trade ministry officials said the steel sector would benefit greatly from the knock-on effects of the ¥24,000bn stimulus package that goes into effect in April, including tax incentives for closing plants.

But analysts remain cautious. Toru Nagai, industry analyst at Morgan Stanley Dean Witter in Tokyo, said steelmakers still had three months of inventory as a result of weak domestic demand and the collapse in exports.

"Even if demand did recover in the next fiscal year, it still would not be anything dramatic," he said.

## Hitachi warns of further losses

By Julie Hess in Tokyo

Hitachi, Japan's leading electronics conglomerate, yesterday warned it would post consolidated net losses of ¥375bn (\$3.3bn) in fiscal 1999, sharply worse than its previous estimate of ¥250bn losses. The company also said it would halve its dividend from ¥11 to ¥5.5.

The company, which last year posted a ¥4.5bn profit, blamed extraordinary losses related to restructuring the semiconductor business and sluggish sales in Hitachi's main product groups.

The dismal results show how poor domestic demand is dragging down Japan's powerful industry groups. Hitachi, one of the country's biggest employers with about 300,000 staff, has suffered from poor domestic sales of industrial machinery, electronic devices and consumer electronic products.

Hitachi's total parent extraordinary loss was ¥210bn, with restructuring costs accounting for ¥185bn. It also recorded losses from write-downs of security investments of ¥23bn and amortisation of pension funds plans of ¥23bn.

Although Hitachi forecast a small net profit in fiscal 1999, some analysts were sceptical. Steven Myers, at Jardine Fleming, said: "It is unlikely Hitachi will break

even by March 2000. But there had better be an improvement in the next fiscal year if Hitachi is not to start destroying shareholders' equity."

However, Noboru Sasaki, a Schroders analyst, disagreed: "We think the profit target is realistic, as we are expecting that from the second half of next year, the D-Ram business will turn into the black and the semiconductor losses will be reduced. Moreover, other business divisions will start to generate profits."

Hitachi's restructuring will be crucial for next year's earnings. Analysts last year described the group's shake-up as "too little, too slow". However, Hitachi announced that restructuring in the heavy electricals and consumer electronics divisions had been completed. But it said restructuring must continue in the semiconductor and data processing area.

Analysts are also concerned about Hitachi's financial condition. While the net debt to equity ratio of 44 per cent for March 1998 was more than sufficient, it was likely to rise sharply, analysts said. The company predicted a funding gap of ¥15bn in the financial balance for this fiscal year.

Hitachi shares fell ¥30, or 3.5 per cent, to ¥768 after yesterday's profit warning.

## Nissan refocus ahead of tie-up

By Alexandra Harney in Tokyo

Yoshikazu Hanawa, president of Nissan Motors, yesterday revealed another round of restructuring including asset sales and possible factory closures in Japan but left details of a capital tie-up with DaimlerChrysler unclear.

Mr Hanawa's reticence to discuss a possible tie-up suggests that negotiations about the US-German group's purchase of Nissan Diesel, Nissan's truck and engine affiliate, and a broader alliance have entered a critical stage. The acceleration in cost-cutting plans also indicates that DaimlerChrysler may force Nissan to step up its restructuring efforts.

DaimlerChrysler is thought to have offered to buy 10 per cent of Nissan's core operations and all of its nearly 40 per cent share in Nissan Diesel, on the condition that the Japanese carmaker accelerates its restructuring to eliminate part of its ¥4,300bn (\$38bn) interest-bearing debt burden.

Mr Hanawa refused to discuss any aspect of the negotiations, except to say that the sale of Nissan Diesel was the "most important" and that DaimlerChrysler would have to buy more than 10 per cent of shares in order for the deal to be of any value.

"To the extent that we are trying to strengthen our mutual relations, that level of investment would be insufficient," he said.



**NISSAN**

Yoshikazu Hanawa: his reticence suggests DaimlerChrysler negotiations are at critical stage Reuters

However, Mr Hanawa added, "an equity tie-up" is not a matter of percentage. We will consider the deal on a case-by-case basis... I could imagine several ideal arrangements we could form, depending on the partner. There is not one pattern - we are flexible."

Mr Hanawa also said he had no objection to foreign managers taking a role in Nissan management, as happened when Ford Motor bought a 33.4 per cent stake

in Mazda. "We are not particularly worried about [foreign management]," he said. Ford and Renault, the French carmaker, have also expressed an interest in purchasing part of Nissan, although Mr Hanawa denied any knowledge of these offers.

He said he aimed to make deeper cuts in production capacity in Japan - including closing factory lines and possibly entire plants. In a break with the past, Nissan

would also encourage mergers among its parts suppliers regardless of their *keiretsu*, or industrial group, affiliation.

The Japanese group has already announced plans to cut the US workforce by 5 per cent by 2000 and sell unprofitable assets.

Mr Hanawa also announced the launch of the carmaker's first hybrid electric vehicle this year, which is based on an existing platform.

## NEWS DIGEST

## BANKING

## JP Morgan opens first branch office in India

JP Morgan, the US bank, yesterday opened its first branch office in India in a renewed effort to enter the Indian market. Last year, the bank pulled out of a joint venture with ICICI, the Indian financial institution, after a disagreement on strategy.

The move is the latest signal of a revival of foreign interest in India's financial sector. This week a private equity fund and holding company affiliated to Chase Manhattan bought a 15 per cent stake in HDFC bank, a retail bank. Chase Manhattan also announced an alliance with the retail bank's parent, HDFC, India's biggest provider of home loans. NM Rothschild, the UK investment bank, set up its first office in India late last year, also in Bombay.

Nicolas Rohatyn, managing director of JP Morgan Securities, said the new office would enable the bank to develop its treasury and foreign exchange activities in the country and pursue a focused investment banking effort.

JP Morgan will invest about \$50m in its India operations and employ about 40 people, including some bankers who had worked in the ICICI joint venture.

Krishna Guha, Bombay

## FORESTRY

## NZ group earnings fall 80%

Carter Holt Harvey, the New Zealand forestry group and subsidiary of International Paper, yesterday blamed an 80 per cent fall in net earnings for the nine months to December 31 on the Asian economic crisis. John Faraci, chief executive, said the crisis had led to low prices for logs, timber, pulp and paper products. However, he noted that there were signs of an improvement in earnings in the last quarter.

Third quarter export log sales were 61 per cent up on the preceding quarter at 384,000 tonnes, mainly due to improvements in the South Korean economy. Mr Faraci said business conditions in New Zealand and some Asian markets continued to improve. Consolidated net earnings for the nine months were NZ\$25m (US\$13.8m), compared with NZ\$127m for the same period of 1997. Net sales were NZ\$2.1bn against NZ\$2.3bn. Earnings before restructuring costs fell from NZ\$129m to NZ\$51m.

Terry Hall, Wellington

## CHEMICALS

## Fernz aims for CFPI profit

Fernz, the New Zealand-based chemicals group, said yesterday it expects to generate more than half its income in the northern hemisphere this year as it consolidates its activities following the purchase of French company CFPI. The CFPI restructuring, including disposals worth NZ\$50m (US\$27.2m) was almost complete and directors said they were confident of achieving the forecast 20 per cent rise in after tax operating profit to NZ\$61m for the year to May after earning a comparatively modest NZ\$11.2m in the six months to November 30. The group normally earns three quarters of its profits in the second half.

Sales revenue was up 22.6 per cent, of which 11 per cent was generated in New Zealand. Terry Hall

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Senatsverwaltung für Bauen, Wohnen und Verkehr, Referat V1 F, reference: Olympiastadion Berlin, Behrenstraße 42, D-10707 Berlin

Mr. Neubauer, Mr. Hammebeck  
Telephone: ++49 30 9020-5515  
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The closing date for tenders is 19 March 1999.

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British Steel

ICI tumbles but

Delphi agrees Adecco bid

Wolves wins bitter



COMPANIES & FINANCE: UK

ENGINEERING GROUP'S STRATEGY IS TO DIVERSIFY BOTH GEOGRAPHICALLY AND INTO DOWNSTREAM BUSINESSES

# British Steel looking at large US purchase

By Kevin Brown

British Steel is considering spending up to £500m (\$800m) to acquire a distribution business in North America as part of a growth and diversification strategy being implemented by John Bryant, its new chief executive.

Mr Bryant, who succeeded Sir Brian Moffat as chief executive in January, said in an interview with the Financial Times that his appointment was an opportunity for a review of growth opportunities in the UK, Europe and North America.

Mr Bryant outlined a strategy of diversifying both geographically and into downstream businesses. He refused to say which target companies were being evaluated, where they were located, or what the company was prepared to pay. However, executives are

believed to be looking at several possible acquisitions in Europe and North America. The deal closest to completion is thought to be the purchase of an independent US steel distributor for between \$600m and \$800m.

Mr Bryant made clear that British Steel is determined to use its strong balance sheet to expand through acquisitions, in spite of low steel prices which will push the company into loss.

He said British Steel was still "very interested" in acquiring a steel plant in Katowice, Poland. The company has been identified by local management as the preferred bidder, but no deal has yet been reached with the Polish government.

"Having come through the first 10 years as a private company, we are in a position now where we really need to be looking to grow as a company, and that may

very well be more overseas than in the UK," Mr Bryant said.

His growth-oriented strategy will be seen as a firm break with the more cautious approach of Sir Brian, now non-executive chairman, who was seen as having been reluctant to spend.

British Steel believes diversifying into overseas and downstream markets will help to smooth the impact of volatile steel prices on its

pre-tax profits, which vary by \$65m for every 1 per cent movement in prices.

Mr Bryant said European steel prices, which have fallen to an all time low in real terms since the end of 1997, would probably begin to rise in the second quarter following destocking by customers and signs of a more robust US market.

Analysts are forecasting pre-tax losses of about \$300m for 1998-99.

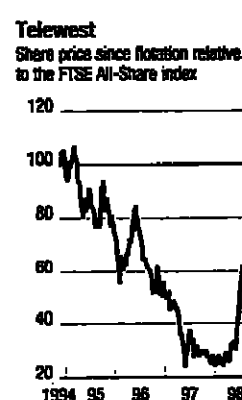
The bears dogging Telewest for most of its quoted life are now on the endangered list. This is not surprising given the way the company has redefined itself as a cross between an internet and high growth telecommunications company. Although Telewest has yet to make a pre-tax profit, it trades on 53 times earnings before depreciation, interest and tax. On most criteria, this looks pricey. But next to Eircom's 100 times or Col's 670 times, it is a snip. Telewest says it is worth every penny for two reasons.

First, more high margin telephone customers are signing up as it finally conquers the service quality problems that have long hobbled the cable industry. Second, it believes the shift to digital television will at last give it an advantage over satellite broadcasting. This may all be true but investors would do well to treat the stock with caution. British Telecommunications is already preparing its fightback. And British Sky Broadcasting and OnDigital are already in the market with their digital TV offerings.

Telewest

COMMENT

## Telewest



# ICI tumbles but maintains pay-out

By Virginia Marsh and Lucy Sney

Imperial Chemicals Industries said yesterday that cutting its \$4.17bn (\$6.58bn) debt was the priority this year as it maintained its dividend despite a drop in 1998 pre-tax profits to \$293m (\$458m).

Brendan O'Neill, who is to become chief executive in April, said the group aimed to reduce debt to less than \$3.5bn this year.

Longer term, it hoped to cut net borrowings to 30-40 per cent of its market capitalisation. This compares with a ratio of 110 per cent based on yesterday's share price of 527p, up 9p.

The group said it had looked "long and hard" at whether it should cut its 1998 dividend - which at 32p

is uncovered by earnings per share of 26.7p - and would review the situation again this year.

"We said that in the transition period [from commodity to specialty chemicals] we would not change our dividend policy," said Alan Spall, finance director.

ICI said its debt - which peaked at \$5bn after it bought Unilever's specialty chemicals businesses for \$4.9bn in mid-1997 - meant it would not make further large-scale acquisitions this year. Last year, it agreed to spend \$960m on acquisitions before deals selling its toxicide businesses for \$596m collapsed.

However, the group maintained its specialty chemicals businesses did not need more than bolt-on acquisitions as they already had

sufficient critical mass.

ICI also insisted its disposal programme remained on track despite the setback on toxicide and its failure to find buyers for its other loss-making, mainly UK-based industrial chemicals operations which have been up for sale since 1997. Then, it said it aimed to raise \$5bn from disposals by mid-2000. By last year, it had raised about \$2.5bn.

A second year of losses in industrial chemicals was partly behind a fall in profits to \$321m (\$385m) before exceptional gains and goodwill, on sales down 16 per cent at \$9.29bn (£11.1bn). Because of the debt, interest charges were again high at \$332m (\$292m), giving cover of just 1.7 times, but the results were in line with expectations.



Brendan O'Neill: priority is to cut debt

# H&Q to sell one European operation

By Clay Harris

Close Brothers, the investment bank, is to buy the continental European operation of Hambrecht & Quist, the US securities house specialising in high-technology companies.

The purchase of Paris-based Hambrecht & Quist EuroMarkets will extend Close Brothers' continental operations. Last year it bought a majority stake in Freyberg Hambros, the Frankfurt corporate finance house.

HQEM, which will be renamed Close Brothers Equity Markets, specialises in private placements and initial public offerings for European growth companies in the information technology, life sciences and branded consumer goods sectors. Its strongest contacts are in France and Germany.

It has led or co-managed 18 of the 66 IPOs in its chosen sectors on Germany's Neuer Markt, the Nouveau Marché in France and the pan-European Easdaq exchange.

Close Brothers will take over its memberships of all three markets.

The sale by H&Q reflects a rethinking of its European strategy. Its presence will be reduced to a London office, where resources will be added.

Paul Cleveland, head of mergers and acquisitions, said: "Our clients are going to get better service from us by concentrating our firepower in London."

James Macmillan-Scott, who will continue as head of the Paris operation under Close Brothers, said: "European companies are more interested in a relationship-driven investment style."

## RAC

The Royal Automobile Club has moved nimbly to appease the disappointment of its gin and tonic serving members. No sooner has the Monopolies and Mergers Commission blocked the £450m sale of the motoring services business than it has another cash-raising wheeze on the go. This time, it is unlikely to raise the £25,000 each member would have received from the sale. Taking forecast operating profits of £17m, taxing them and applying a multiple of 15, the business could be worth £180m. Add back the RAC's £150m investment portfolio and the total reaches £330m. This would value each member's stake at £27,000 - a fifth less than the windfall on sale.

Even this would be realisable only if most members hung on to their shares at flotation. If they headed for the exit, the value would fall. It would be much better then to sell the business to a venture capitalist, which could use it to build a broad-based branded service business. Cliven and PPM Ventures are said to be on the prowl. Neither could achieve the £5.5m annual cost savings RAC's old suitor, Cendant, would have wrung from the deal. But that should only top £50m off the price the US company offered. Members should expect \$400m and not a penny less.

# Telewest settles on net software

By John Gapper

Telewest Communications confirmed yesterday that it had fallen in line with other cable groups by choosing internet software for the autumn launch of its digital television service.

Telewest has ordered 100,000 digital set-top boxes from Pace Micro Technology and confirmed interactive elements would be run on DTV Navigator software supplied by NCI of the US.

The announcement means that the three largest cable groups, Telewest, Cable & Wireless Communications and NTL, have all opted for boxes using internet software rather than the television standard Open TV used by British Sky Broadcasting.

Tony Illsley, Telewest's chief executive, said he hoped to provide high-speed internet services similar to those supplied in the US by companies such as At Home Networks and Roadrunner following the digital television launch in the fourth quarter.

The company also announced a refinancing of debt following acquisitions of General Cable and Birmingham Cable. It issued \$200m (\$492m) of debt convertible into equity at 830p a share in order to reduce its £1.1bn of bank lending to \$800m. The shares fell 4p to 249p.

# Delphi agrees Adecco bid

By Susanna Voys

Adecco, the Swiss group that is the world's biggest supplier of temporary staff, yesterday became the latest overseas buyer to swoop on the depressed UK recruitment sector.

The group - formed in 1996 by the merger of Adia of Switzerland and Ecco of France - announced a £187m (\$274m) agreed cash bid for Delphi, which specialises in information technology staff.

The deal, which will put about £34m in the pockets of Delphi's shareholders, strengthens Adecco's position in IT and follows a series of acquisitions to build its higher margin specialist brands. These provide 10 per cent of group turnover and 20 per cent of profits.

John Bower, Adecco's chief executive, said the UK

market did not value recruitment companies as highly as those in the US, Switzerland or the Netherlands.

Delphi shares jumped 62 1/2p yesterday to 555p. Adecco's were unchanged at 57p. The 550p a share offer from Adecco values the group at £179m when taken with a special cash dividend of 15p which will be paid if the offer is successful. The combined offer is at a premium of 50.7 per cent of the price of Delphi shares before the talks began public.

Adecco last night said it controlled 29.9 per cent of Delphi shares after spending \$98.7m to buy a 22.2 per cent stake in the market.

Delphi was advised by Close Brothers and Adecco by CSFB.

See Lex

# Flowserve is named as Weir's unwelcome suitor

By Andrew Edgecliffe-Johnson and Michael Peel

Flowserve is the unnamed US pump maker that has made an unsolicited \$600m (\$984m) takeover approach to Weir Group, it is understood.

It is believed Weir, based in Glasgow, and one of the world's 10 biggest pump makers, will oppose the approach on the grounds that it fails to reflect the group's true value.

The approach, revealed by Weir on Tuesday, came after a series of takeovers by US engineers seeking to take advantage of the relative cheapness of their UK counterparts. Initial news of the approach sent Weir shares soaring from 22p to 29 1/2p. They ended yesterday at 30 1/2p, up 3p, giving the group a market capitalisation of

just over £500m. The shares stood at 30 1/2p in March last year.

Flowserve, based in Texas, was formed by the merger almost 18 months ago of BWI and Durco International. It makes seals and valves as well as pumps and has a market capitalisation of about \$650m.

Some people in the industry believe the merger has not produced the hoped-for benefits. Flowserve's share price has suffered badly, falling from \$34 1/2 in July 1997 to \$17 1/2 at Wednesday's close.

Flowserve, which had cash and cash equivalents of \$20.8m at September 30 last year, declined to reveal whether it had approached Weir. The US company could make its mooted cash offer, believed to be for about 200p a share, without obtaining shareholder approval.

Analysts are not ruling out the possibility of a bidding competition. One said Weir was an attractive target for a US engineer at a time of consolidation in the world pump market. Pumps account for just under half of group sales, and the Americas represent its main market.

Weir is expected to respond to Flowserve's approach within a few days, once its board has had time to consider the approach. Analysts say the indicative offer compares unfavourably with estimates of Weir's break-up value.

Weir is known to be seeking to expand itself and has spent about \$200m on 20 acquisitions in the past four years. The group has made much of its Scottish heritage, particularly under former chairman Lord Weir.

# Wolves wins bitter takeover battle

By David Blackwell

Wolverhampton & Dudley Breweries yesterday won a conclusive victory in its £285m (£457m) battle for control of rival regional brewer Marston Thompson & Everard. Its bid was supported by investors with

73.45 per cent of the shares. "At the end of the day cash was out in an unattractive sector - that was the driving factor," said one institutional shareholder.

David Thompson, managing director of Wolves, described the vote as "an overwhelming endorsement

of our strategy. As the large regional brewer we can create a new force, with a lower cost base and greater critical mass."

Marston conceded defeat, cancelling today's extraordinary meeting called to endorse its so-called Pacman counter-bid for Wolves. "It

was a hard fight, and they got a good result," said Mike Thompson, Marston's finance director.

Wolves will pay 230p cash and 0.175 new shares for each Marston share. Wolves' shares closed up 1 1/2p yesterday 469p, valuing each Marston share at 312p.

## RESULTS

Company	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current dividend (p)	Date of payment	Dividends corresponding dividend	Total for year	Total last year
Barton (Int)	6 mths to Oct 31	0.155 (0.017)	0.231 (0.436)	0.35 (0.74)	-	-	-	-
Cambridge	6 mths to Oct 31	41.8 (10.5)	4.7 (1.3)	15.8 (5.2)	2	Mar 8	1.4	4.4
Deutsche	6 mths to Dec 31	5.28 (2.47)	0.531 (0.15)	11.58 (3.51)	-	-	-	-
Fluoro First	Yr to Oct 31	14.1 (5.88)	2.75 (1.33)	8.04 (4.38)	-	-	-	-
ICI	Yr to Dec 31	9,286 (11,052)	26.5 (31.0)	25.7 (31.7)	19.5	Apr 19	19.5	32
ICI	Yr to Nov 30	9,286 (11,052)	26.5 (31.0)	25.7 (31.7)	1.5	Apr 13	1.3	2.1
Highgate	6 mths to Nov 30	9 (15.2)	0.021 (0.323)	0.3 (0.2)	nil	-	nil	nil

Earnings shown basic except where stated. Dividends shown net. Figures in brackets are for corresponding period. 10n increased capital. 10n stock. 10n exceptional charge. 10n after exceptional charge.

UNITED STATES BANKRUPTCY COURT  
DISTRICT OF ARIZONA

In re  
MCCULLOUGH CORPORATION, a Delaware corporation (the "Debtor").  
MCCULLOUGH NORTH AMERICA, INC., a Maryland corporation (the "Debtor").

Chapter 11  
Case No. 99-0074 TUC JRM

JOINTLY ADMINISTERED

NOTICE OF INTENDED SALE OF DEBTORS' EUROPEAN SUBSIDIARIES AND CERTAIN RELATED REAL ESTATE AND OTHER ASSETS

PLEASE TAKE NOTICE that McCullough Corporation and McCullough North America, Inc. (the "Debtors") seek to sell the Debtors' ownership interest in certain European subsidiaries (including their assets and related intellectual property rights) pursuant to a purchase agreement (the "Purchase Agreement") with Cambridge SPA, an Italian corporation ("Cambridge") for the expected aggregate purchase price of \$100 million (\$100,000,000) in cash, subject to certain adjustments set forth in the Purchase Agreement. Upon execution, copies of the Purchase Agreement will be filed with the Office of the Clerk, United States Bankruptcy Court, District of Arizona and may be obtained from the Debtors' counsel upon request.

THE DEBTORS' OPERATIONS: McCullough North America, Inc., a wholly-owned subsidiary of McCullough Corporation, is a leading international developer, manufacturer, marketer, and distributor of a wide range of gasoline-powered and electric portable outdoor equipment.

ASSETS TO BE SOLD: The specific assets to be sold include the following: (a) all of the outstanding stock of McCullough Italiana, S.p.A., an Italian corporation; (b) all of the stock ownership in or substantially all of the assets (subject to certain liabilities) of (i) McCullough Outdoor Products B.V., a Netherlands corporation; (ii) McCullough Power and Construction Inc., an American corporation; and (iii) McC Krt, a Hungarian corporation; and (c) certain foreign rights in the McCullough trademarks and other related intellectual property.

HEARING DATE AND OBJECTION DEADLINE: A hearing on the proposed sale shall be held on February 23, 1999 at 12:00 p.m. before the Honorable Judge M. M. Merz, United States Bankruptcy Judge, in the United States Bankruptcy Court for the District of Arizona, 130 South Church Avenue, Tucson, Arizona. Any objections to the proposed sale shall be filed in writing with the Court, United States Bankruptcy Court, 130 South Church Avenue, Suite 1117, Tucson, Arizona on or before February 19, 1999 at 5:00 p.m. and shall be served upon the Debtors' counsel upon request.

OBJECTION RIGHTS: Any objection to the proposed sale must be filed with the Court and served upon the Debtors' counsel on or before February 19, 1999 at 5:00 p.m. and shall be served upon the Debtors' counsel upon request.

BY: *By: [Signature]*  
STRECH LANG  
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One South Church Avenue, Suite 1700  
Tucson, Arizona 85701-1211  
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Financial Times Surveys

# Nigeria

Tuesday February 23

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- Issued stock capital, according to the latest records at the Commercial Register Office: 38,288,625 thousand ROL.
- Turnover as per 31.08.1998: 39,292,617 thousand ROL.
- Loss as per 31.08.1998: 10,116,328 thousand ROL.
- Main object of activity: designing, producing and selling of bearings.

The share ownership structure is as follows:

State Ownership Fund	69.98
Financial Investment Company	25.43
Share owners through mass privatisation	4.57
Shares assigned to the manager	0.02

The selling offer price is of 36,310 ROL/share and the value for shares parcel put for sale is of 38,916,186 thousand ROL.

The Company's PRESENTATION FILE may be procured daily from Bucharest, 6 Stavropoleos Street, sector 3 phone 04-01/303.63.35; 303.63.47, ground floor, Portfolio Offers Division of State Ownership Fund between 8<sup>th</sup> and 16<sup>th</sup> hrs., all the precedent day of the offers submission, inclusively. The selling price of the PRESENTATION FILE is 16,000,000 ROL will be paid into the account no. 251.100.980.900.224 opened at Romanian Bank for Development - Bucharest Branch (BRD-SMB).

Further information about the company's privatisation may be offered by S.O.F.'s INTERNET SITE at the address [www.sof.ro](http://www.sof.ro) or at the phone 040-01-312.42.34, Mr. Nicolae Ragale.

In order to participate in the negotiations it is compulsory buying the PRESENTATION FILE.

THE PRESENTATION FILE will be released on presentation of:

- a copy of the payment order for the presentation file;
- identity card (or passport for foreign citizens);
- power of attorney from the offering trading company.

In order to participate in the negotiations it is compulsory buying of PRESENTATION FILE. Participation guarantee in value of 1,167,865,597 ROL may be paid at Romanian Bank for Development - Bucharest Branch (BRD-SMB) in account no. 251.100.980.900.313. Foreign natural or legal persons will pay the PRESENTATION FILE and the participation guarantee into account no. 251.100.980.900.423.000.08 opened at BANCOREX, in USD, at the exchange rate communicated by the National Bank of Romania at the buying day. Bidders may instruct the bank where they hold their main account to release a bank guarantee valid for 180 calendar days, from the depositation date of the offer.

Natural/legal foreign persons may make the payment for the SELLING-BUYING contract in convertible currency at the exchange rate transmitted by NATIONAL ROMANIAN BANK at the date of signing for the Protocol for closing of the direct negotiation.

For the participation at the negotiation, the Bidder will submit the documents provided in the Government Decision no. 55/1998, article 27, stipulated in Section C of the PRESENTATION FILE and BUYING OFFER, inclusively BUSINESS PLAN, in sealed envelopes, at Portfolio Offers Division to the deadline date of 16<sup>th</sup> of March, 1999, 10<sup>th</sup> hrs. local time. The opening of the offers will take place in the same day (16<sup>th</sup> March 1999) at 14<sup>th</sup> hrs local time in the presence of bidders.

This advertisement does not constitute an offer of securities within the meaning of the UK Financial Services Act 1986 and does not constitute a solicitation of an offer in any jurisdiction where such solicitation would be prohibited. The shares offered for sale are issued according to the Romanian legislation and their trading is governed by the Romanian law, subject to the scrutiny of the relevant Romanian regulatory authorities.



## ENVIRONMENT &amp; MANAGEMENT

## ENVIRONMENT POWER GENERATION

## Changing the grid references

We face huge changes in the way power is generated and used, Walt Patterson tells Caspar Henderson

Turning a light on seems like the simplest thing in the world - so simple that few of us ever stop to think about what lies behind it.

Walt Patterson wants to change that. Electrical power generation, he says, is undergoing enormous changes that will affect the quality of life, the environment and the relative power of everyone on the planet.

Mr Patterson, a senior research fellow at the Royal Institute of International Affairs (RIIA) in the UK, made his name in the 1970s with a book, *Nuclear Power*, that sought to demolish the rationale for nuclear power.

Two decades later, he still takes electricity very seriously. "Change in the next few years is going to be an extremely scary business. There will be a whole lot of problems in the near future and no obvious way to get around them," he says.

Nevertheless, the beginnings of a road map for a rapidly changing power landscape may be found in his new book, *Transforming Electricity*. This reviews the history of electrical power generation, weighs various options and asks whether some need to be considered any further.

According to Mr Patterson, electrical generation systems in industrialised and developing countries have had one significant detail in common.

Those who planned and operated the systems were insulated from the risks of failure - of ill-advised investment, underperforming technology, overpriced fuel contracts or system breakdowns. Captive customers bore the risk.

Now a combination of more liberal regulatory regimes and new technologies is sweeping this away. In future electricity

companies will be allowed to lose money and even go bankrupt. The good news, he says, is that it will become "economically and environmentally attractive to get things right."

Technological advances - such as ever smaller and more efficient combined-cycle turbines and, soon, fuel cells - will play a crucial role. Until the 1990s the prevailing wisdom was "the bigger the better" when it came to power stations.

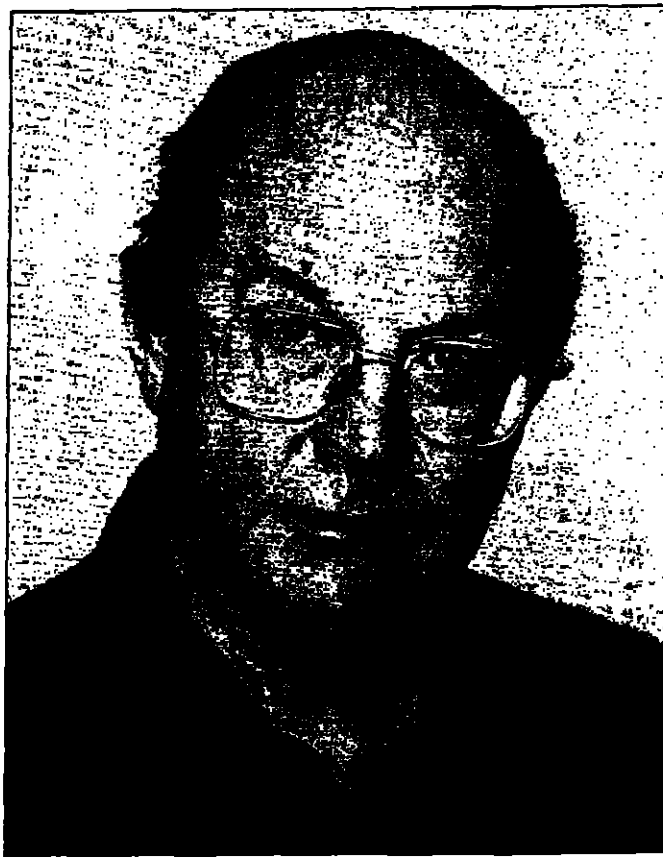
"The assumption was questionable then, but it is now comprehensively discredited," says Mr Patterson. Smaller stations are easier to site, can be built and brought into service more rapidly and earn a swifter return on investment. They make a responsive and truly competitive market possible, where customers' needs are everything.

But the pace and nature of change will be uneven, he says. In most developing countries, lumbered with electricity systems that cannot satisfy their

**'Change in the next few years is going to be extremely scary'**

citizens, many governments are still striving to emulate arrangements long established in rich industrial countries, where electricity supply was seen as a government responsibility. But such arrangements are unsustainable, he says, and their governments are shedding this responsibility as fast as possible.

Meanwhile, new technologies make it increasingly attractive for big commercial electricity consumers to move away from large grid supplies to decentralised generating systems, says Mr Patterson. The steady base load such customers provided to a massive networked grid will diminish and demand will become increasingly unstable.



Patterson: the idea that big is better has been discredited

As a result, power supply interruptions will become more common, believes Mr Patterson. The poor and the less resourceful will suffer more than the rich unless new thinking is adopted soon.

"The Dutch have been the best at getting to grips with the changes," says Mr Patterson. They already have a very high proportion of co-generation. They have done this through extensive consultation with users, local authorities, generators and international partners.

By contrast the British government is trying to force two ways at once, he believes: "It is confused and it doesn't have a long-term view."

Power is moving in two directions, both up to the super-national level and into the hands of multinationals, and down to local agencies. The main options open to a government are taxation and reform of its own power procurement and management strategy. "Government will end up holding the ring. It must reconsider which levers are most appropriate, and how it is going to use them."

One certainty is that demand for electricity will increase massively, at least in the medium term. Even after the economic reverses of 1998, for example, it is reckoned that Asia will need more than 1,000 GigaWatts of

new generating capacity by 2020, or more than a third of today's worldwide generating capacity.

Mr Patterson is, of course, not alone in thinking that adopting traditional technologies such as coal-fired power stations to meet this demand will cause grave problems. He believes the best interim solution will include moving much energy transmission from electrical wires to pipes containing natural gas and using gas for power generation.

Beyond the interim, he believes, renewables and increasingly smarter "configurations" - planning, design and location of power stations - offer almost endless ways to reduce the cost of electricity, the impact of its production, and the amount of electricity needed to power modern life.

But getting there will be hard. "As yet we simply do not know whether innovative configurations, decentralised and interactive, are ever achievable, technically, economically and politically."

"Nor do we know whether, if achieved, they will be sustainable," he says.

*"Transforming Electricity, published in the UK by Earthscan and the RIIA, is distributed in North America by the Brookings Institution."*

## MANAGEMENT HUMAN RESOURCES

## The search for staff who will go far

Companies have a blind spot about developing talent across the globe, finds Alison Maitland

Recruiting 1,000 people a month is no easy task in the fast-growing field of management consultancy, even when you are one of the giants.

At PwC, the world's largest professional services firm, the job of supervising this intake falls to Charlie Keeling, global head of human resources for the management consulting practice.

"The client market is tough enough, but the people market is very difficult," he says. Big changes in staffing policies are about, driven by a 40 per cent growth rate in PwC's consulting business and the increasing number of cross-border projects.

The merged firm inherited "many different starting points in the way human resources are managed". It needs a consistent approach to recruitment, induction, appraisal and internal job moves across the globe, while taking account of wide variations in labour laws and practices.

With staff turnover running at 15 to 20 per cent, finding ways to hold on to people is also essential. As management consultants, PwC clearly has to practise what it preaches. The profession is usually associated with high-fliers and frequent travel. Now the firm intends to offer "multiple career paths" so those who prefer to work near home, for example, can do so.

The challenges facing multinationals like PwC are the focus of an article by John Quelch, dean of London Business School, and Helen Bloom, an international consultant, in the latest edition of *Strategy & Business*, the journal of US management consultants Booz-Allen & Hamilton.

Most companies make a good job of globalising the supply chains for all their essential raw materials except human resources, say the authors. "Players in global markets can no longer afford this blind spot."

Part of the problem is that human resources directors and managers often lack extensive overseas experience and business knowledge, they say. There may also be a lack of information about the brightest staff emerging in overseas subsidiaries.

"The consequent lack of world-wide, multicultural managerial talent is now biting into companies' bottom lines through high staff turnover, high training costs, stagnant market shares, failed joint ventures and mergers."

Drawing on the experience of Unilever and International Business Machines in recruiting, training and retaining employees around the world, the authors say the first step is to end favouritism towards nationals of the country where the company is based.

**The first step is to end favouritism for nationals of the country where the company is based**

nationalities on the board, equalising pay, benefits and bonuses for expatriates and local managers, and putting as much effort into recruiting overseas as in the home market.

The pros and cons of expatriates versus locals have been much debated. "Cultural sensitivity and cumulative skills are what count. And these come with an individual, not a nationality." Unilever's preference to have its foreign operations run by a local executive, supported by a multinational mix of senior managers.

The next step is to identify the posts responsible for the activities considered essential to successful global business - posts described by the authors as the company "lifeline". Define what skills, both technical and people-oriented, are needed in each role.

Unilever circulates profiles of the skills required for most of its posts, which managers adapt to meet local requirements. IBM "skill teams" update role descriptions every six months so that senior managers know which skills are in demand and

which are in good supply. To help with the tricky business of succession, the authors suggest that managers in lifeline jobs should have to nominate up to three candidates who could take over from them next week, in three months, or within a year.

Both Unilever and IBM operate international personnel databases that provide a choice of internal candidates for any job within hours.

The authors say such databases should include middle managers, so that rising stars can be identified.

Another recommendation is to rethink the old categorisation of managers into "movable" and "non-movable". The authors have devised a mobility pyramid. At the top are the "glopers" managers - those who travel frequently on short or medium-term assignments. Next come those prepared to move around the world, but only on medium-term assignments, then managers happy to travel regionally. Further down are those who want to be based at home but who will take part in cross-border projects. At the bottom are specialists and general managers rooted to their home bases.

Managers can move up and down the pyramid. "A mature multinational food processing company with decentralised operations might find a flat pyramid adequate, whereas a multinational company in a fast-moving, high-technology business might need a steeper pyramid with proportionately more 'glopers'."

"Glopers" are in short supply. So, in new markets it can be useful to pair an outside executive who has good knowledge of headquarters with someone familiar with local conditions.

Unilever also emphasises development of its good people as well as its best.

The group realises "that it needs to back up its high-fliers at every stage and location with a strong bench of crisis-proof, experienced supporters who also understand how to move with the markets."

*"Strategy & Business, First Quarter 1999, Issue 14"*

## BUSINESSES FOR SALE

Mackie International Limited

Springvale Foundry Limited

Automatic Temperature Controls Limited

## In Administrative Receivership

The Joint Administrative Receivers, Roger Powdrell and Tom Keenan, offer for sale as a going concern the business and assets of Mackie International Limited, Springvale Foundry Limited and Automatic Temperature Controls Limited.

- Principal features of the businesses include:
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  - Skilled workforce of 304
  - A newly constructed, £15m, state of the art foundry, fully compliant with proposed environment legislation
  - A modern, well equipped machine shop, heat treatment, fabrication, powder coating plant and assembly facilities
  - Manufacturer of textile and other machinery
  - Manufacturer of electronic control systems and switchgear
  - International customer base

For further information please contact the Joint Administrative Receivers or Graham Martin at Deloitte & Touche, 19 Bedford Street, Belfast BT2 7EJ. Telephone: 01232 327771 Fax: 01232 333194

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For further details contact the Joint Administrative Receiver: Gerald Smith, Robson Rhodes, Colwyn Chambers, 19 York Street, Manchester M2 3BA. Tel: 0161 236 3777 Fax: 0161 455 3399

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## The Smith &amp; Williamson Group

The Joint Administrators Peter J. Nelson and Peter G. Mills Offer for sale the business and assets of

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  - Show trailers and hospitality units
  - Display units
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Lynton Commercial Units Limited is a well established and blue chip customer base. For details, contact Margaret Williamson at the offices of Smith & Williamson

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Tel: 0171 637 5377 Fax: 0171 631 0741

Office also at Birmingham, Salisbury, Tisbury, Wiltshire, Worcester and York

Smith & Williamson Chartered Accountants

Registered to carry on such work and authorised to carry on investment business by the Institute of Chartered Accountants in England and Wales

The director offers for sale the business and assets of this West Midlands based supplier and installer of premium security shutters and associated equipment.

Principal features include:

- Turnover £1.2 million
- Dedicated workforce
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For further information, please contact Robert Schindler or Lisa Jenkins of The Macdonald Partnership PLC, 26-30 Old Church Street, Chelsea, London SW3 3BT. Tel: 0171 460 6300 Fax: 0171 460 6301

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## Plastic Bag and Packaging Manufacturer

The joint administrative receivers seek offers for the business and assets of this specialised distributor and manufacturer of plastic bags and associated packaging.

The company trades from Clacton in Essex. Turnover for the last 4 years has been £500 - £600,000.

For further information, please contact the administrative receiver, Peter Byatt or Stephen Silver at:

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Chelmsford  
Essex CM1 1SW

Telephone: 01245 264 644

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## LEGAL NOTICES

IN THE MATTER OF THE COMPANIES ACT 1985  
IN THE MATTER OF THE COMPANIES ACT 1985  
IN THE MATTER OF THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN THAT the Court of Liquidators of the above-named company which is being wound up as insolvent on or before the 30th day of March 1999 is in receipt of the following assets:

1. A sum of £1,000.00 in cash.  
2. A sum of £1,000.00 in cash.  
3. A sum of £1,000.00 in cash.

For further details contact the Liquidator: David J. H. Jones, 19 York Street, Manchester M2 3BA. Tel: 0161 236 3777 Fax: 0161 455 3399

**DAVID J. H. JONES**

Chartered Accountant

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## CONTRACTS &amp; TENDERS

**CORRECTION NOTICE**  
The Minister for the State Treasury  
The Republic of Poland  
Herby introduces a correction to the invitation to tender published February 4, 1999 for the acquisition of the above capital of Bank Zjednoczony S.A. with its seat in Wrocław in such a way that the date by which the Bids must be submitted and the date of the opening of the Bids are corrected to: 10.02.1999, 11.02.1999, 12.02.1999, 13.02.1999, 14.02.1999, 15.02.1999, 16.02.1999, 17.02.1999, 18.02.1999, 19.02.1999, 20.02.1999, 21.02.1999, 22.02.1999, 23.02.1999, 24.02.1999, 25.02.1999, 26.02.1999, 27.02.1999, 28.02.1999, 29.02.1999, 01.03.1999, 02.03.1999, 03.03.1999, 04.03.1999, 05.03.1999, 06.03.1999, 07.03.1999, 08.03.1999, 09.03.1999, 10.03.1999, 11.03.1999, 12.03.1999, 13.03.1999, 14.03.1999, 15.03.1999, 16.03.1999, 17.03.1999, 18.03.1999, 19.03.1999, 20.03.1999, 21.03.1999, 22.03.1999, 23.03.1999, 24.03.1999, 25.03.1999, 26.03.1999, 27.03.1999, 28.03.1999, 29.03.1999, 30.03.1999, 31.03.1999, 01.04.1999, 02.04.1999, 03.04.1999, 04.04.1999, 05.04.1999, 06.04.1999, 07.04.1999, 08.04.1999, 09.04.1999, 10.04.1999, 11.04.1999, 12.04.1999, 13.04.1999, 14.04.1999, 15.04.1999, 16.04.1999, 17.04.1999, 18.04.1999, 19.04.1999, 20.04.1999, 21.04.1999, 22.04.1999, 23.04.1999, 24.04.1999, 25.04.1999, 26.04.1999, 27.04.1999, 28.04.1999, 29.04.1999, 30.04.1999, 01.05.1999, 02.05.1999, 03.05.1999, 04.05.1999, 05.05.1999, 06.05.1999, 07.05.1999, 08.05.1999, 09.05.1999, 10.05.1999, 11.05.1999, 12.05.1999, 13.05.1999, 14.05.1999, 15.05.1999, 16.05.1999, 17.05.1999, 18.05.1999, 19.05.1999, 20.05.1999, 21.05.1999, 22.05.1999, 23.05.1999, 24.05.1999, 25.05.1999, 26.05.1999, 27.05.1999, 28.05.1999, 29.05.1999, 30.05.1999, 31.05.1999, 01.06.1999, 02.06.1999, 03.06.1999, 04.06.1999, 05.06.1999, 06.06.1999, 07.06.1999, 08.06.1999, 09.06.1999, 10.06.1999, 11.06.1999, 12.06.1999, 13.06.1999, 14.06.1999, 15.06.1999, 16.06.1999, 17.06.1999, 18.06.1999, 19.06.1999, 20.06.1999, 21.06.1999, 22.06.1999, 23.06.1999, 24.06.1999, 25.06.1999, 26.06.1999, 27.06.1999, 28.06.1999, 29.06.1999, 30.06.1999, 01.07.1999, 02.07.1999, 03.07.1999, 04.07.1999, 05.07.1999, 06.07.1999, 07.07.1999, 08.07.1999, 09.07.1999, 10.07.1999, 11.07.1999, 12.07.1999, 13.07.1999, 14.07.1999, 15.07.1999, 16.07.1999, 17.07.1999, 18.07.1999, 19.07.1999, 20.07.1999, 21.07.1999, 22.07.1999, 23.07.1999, 24.07.1999, 25.07.1999, 26.07.1999, 27.07.1999, 28.07.1999, 29.07.1999, 30.07.1999, 31.07.1999, 01.08.1999, 02.08.1999, 03.08.1999, 04.08.1999, 05.08.1999, 06.08.1999, 07.08.1999, 08.08.1999, 09.08.1999, 10.08.1999, 11.08.1999, 12.08.1999, 13.08.1999, 14.08.1999, 15.08.1999, 16.08.1999, 17.08.1999, 18.08.1999, 19.08.1999, 20.08.1999, 21.08.1999, 22.08.1999, 23.08.1999, 24.08.1999, 25.08.1999, 26.08.1999, 27.08.1999, 28.08.1999, 29.08.1999, 30.08.1999, 31.08.1999, 01.09.1999, 02.09.1999, 03.09.1999, 04.09.1999, 05.09.1999, 06.09.1999, 07.09.1999, 08.09.1999, 09.09.1999, 10.09.1999, 11.09.1999, 12.09.1999, 13.09.1999, 14.09.1999, 15.09.1999, 16.09.1999, 17.09.1999, 18.09.1999, 19.09.1999, 20.09.1999, 21.09.1999, 22.09.1999, 23.09.1999, 24.09.1999, 25.09.1999, 26.09.1999, 27.09.1999, 28.09.1999, 29.09.1999, 30.09.1999, 01.10.1999, 02.10.1999, 03.10.1999, 04.10.1999, 05.10.1999, 06.10.1999, 07.10.1999, 08.10.1999, 09.10.1999, 10.10.1999, 11.10.1999, 12.10.1999, 13.10.1999, 14.10.1999, 15.10.1999, 16.10.1999, 17.10.1999, 18.10.1999, 19.10.1999, 20.10.1999, 21.10.1999, 22.10.1999, 23.10.1999, 24.10.1999, 25.10.1999, 26.10.1999, 27.10.1999, 28.10.1999, 29.10.1999, 30.10.1999, 31.10.1999, 01.11.1999, 02.11.1999, 03.11.1999, 04.11.1999, 05.11.1999, 06.11.1999, 07.11.1999, 08.11.1999, 09.11.1999, 10.11.1999, 11.11.1999, 12.11.1999, 13.11.1999, 14.11.1999, 15.11.1999, 16.11.1999, 17.11.1999, 18.11.1999, 19.11.1999, 20.11.1999, 21.11.1999, 22.11.1999, 23.11.1999, 24.11.1999, 25.11.1999, 26.11.1999, 27.11.1999, 28.11.1999, 29.11.



## EURO PRICES

## EQUITIES

## Stocks unmoved amid rate speculation

## EUROPEAN OVERVIEW

By Vincent Boland

European stock markets ended broadly unchanged yesterday as the focus turned to interest rates.

Bourses received no boost from Wall Street, which was down slightly as speculation grew that US interest rates might have to rise after more evidence of the

strength of consumer spending. The euro also sagged against the US dollar as the market adjusted the currency to reflect a distinctly gloomy outlook for the European economy this year.

The European Central Bank was expected not to alter its stance on interest rates, although the Bank of England surprised with a cut of 50 basis points.

Stocks were largely unmoved and eventually drifted sideways after a half-hearted rally ran out of steam.

The FTSE Eurotop 300 index of leading shares ended 1.48 higher at 1,210.65, while the FTSE Eurotop 100 index rose 2.05 to 2,770.85. The FTSE Eblor 100 index of euro-zone shares fell 0.45 to 1,011.25.

Oil stocks were a notable exception to the general drift and the sector rose 2.9 per cent, recouping some of the ground lost in recent weeks. Elf Aquitaine rose €2.20 to €100. BP Amoco €2.25 to €100. Royal Dutch/Shell €1.40 to €100.

Elsewhere, company-specific developments helped selected stocks to post good gains. BMW rose €4.00 to €90 as investors took the view that a possible boardroom

reshuffle at a meeting today would at last enable it to get to grips with its troubled Rover subsidiary. Volkswagen rose €1.40 to €67.50 while Fiat was up 10 cents at €2.88.

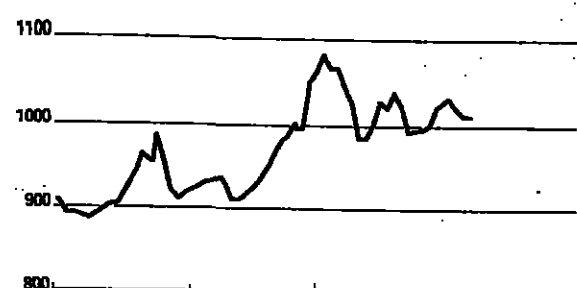
Deutsche Telekom was another to buck the trend, rising €2 to €39.60 ahead of a crucial regulatory ruling on Monday. Telecom Italia rose 30 cents to €8.84 as the company remained the subject of takeover speculation.

Information technology stocks gained 2.9 per cent, boosted by a sharp rise in Nokia - the shares were €5.80 higher at €121.80. SAP also continued to recover from recent lows, adding another €16 to €308.

In a weaker banking sector, Allied Irish Banks fell 70 cents to €16.68 as merger speculation faded amid scepticism from London-based analysts. CCB was a rare exception, up €3.50 to €62.

## FTSE Eblor 100

Index



Source: FTSE International

## FTSE Actuaries Share Indices

European series

Index	Value	Change	%	Value	Change	%
FTSE Eurotop 300	1210.65	+1.48	0.12	1210.65	+1.48	0.12
FTSE Eurotop 100	2770.85	+2.05	0.07	2770.85	+2.05	0.07
FTSE Eblor 100	1011.25	-0.45	-0.04	1011.25	-0.45	-0.04
FTSE Eurotop 500	1160.45	+1.10	0.09	1160.45	+1.10	0.09
FTSE Eurotop 250	1177.01	+0.16	0.01	1177.01	+0.16	0.01
FTSE Eurotop 100	1236.26	+0.07	0.01	1236.26	+0.07	0.01

FTSE Eurotop 300 Regions: Europe 1210.65, North America 1210.65, Asia 1210.65, Oceania 1210.65, Africa 1210.65, Middle East 1210.65.

FTSE Eurotop 100 Regions: Europe 2770.85, North America 2770.85, Asia 2770.85, Oceania 2770.85, Africa 2770.85, Middle East 2770.85.

FTSE Eblor 100 Regions: Europe 1011.25, North America 1011.25, Asia 1011.25, Oceania 1011.25, Africa 1011.25, Middle East 1011.25.

FTSE Eurotop 500 Regions: Europe 1160.45, North America 1160.45, Asia 1160.45, Oceania 1160.45, Africa 1160.45, Middle East 1160.45.

FTSE Eurotop 250 Regions: Europe 1177.01, North America 1177.01, Asia 1177.01, Oceania 1177.01, Africa 1177.01, Middle East 1177.01.

FTSE Eurotop 100 Regions: Europe 1236.26, North America 1236.26, Asia 1236.26, Oceania 1236.26, Africa 1236.26, Middle East 1236.26.

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## INTERNATIONAL CAPITAL MARKETS

## Prices dive on strength in US economy

## BENCHMARK BONDS

By Arkady Ostrovsky in London and John Labate in New York

US and European government bond markets nosedived yesterday as more evidence emerged of a strengthening US economy.

The yield on the benchmark 30-year US Treasury broke its falling trend and started to rise for the first time in two years.

The sell-off was sparked by reports of stronger than expected retail sales, while factory orders were reported to have jumped by 2.3 per cent in December, their biggest gain in 13 months.

Chain department stores across the US reported an

average 8 per cent annual rise, surpassing economists' expectations of 6 per cent.

The latest figures on the US labour market also confirmed the strength of the economy. Initial unemployment claims fell to 292,000 during the last week in January.

Combined with earlier signs of the strength of the US economy, this fuelled fears that the Federal Reserve would change its policy and raise interest rates at its next meeting in March to prevent the economy from overheating.

By early afternoon the 30-year US Treasury was down 1/8 to 99 1/8, yielding 5.36 per cent. Among short-term issues the two-year

note was down 1/8 to 99 1/8, yielding 4.78 per cent, and the 10-year note was off 1/8 to 98 1/8, yielding 4.91 per cent.

Phyllis Reed at Barclays Capital said the yield on 30-year bond could now be heading towards 5.5 per cent.

"It looks like instead of slowing the US economy is accelerating," said Jeremy Hawkins at Bank of America. The fall in the US market has also been caused by increasing fears that Japanese investors, attracted by rising yields on domestic bonds, will repatriate funds from the US Treasuries into the JGBs.

The US bond market was not helped by the Treasury's plan to auction \$35bn of notes and bills next week.

"Considering fears over repatriation and the level of economic activity, the Treasury could hardly have picked a worse time for the auction," said Mr Hawkins.

"The tone in global fixed-income markets has deteriorated markedly over the past two weeks," said Ian Douglas at Warburg.

US Treasuries dragged down European markets. The 10-year benchmark German bond fell 0.05 to 116.10. European investors were also discouraged by the decision of the European Central Bank to leave interest rates unchanged at their current level of 3 per cent.

This was particularly disappointing after the decision by the Bank of England to

cut interest rates by 50 basis points to 5.5 per cent and Denmark cutting its rates by 25 basis points to 3.5 per cent.

The UK move caught investors by surprise and led to a rally at the short end of the UK gilt yield curve, said Ms Reed. The June 1999 interest rate future rose by 16 ticks but 10-year gilts fell in line with other European markets. The 10-year March future dropped 0.80 to 118.60.

Moreover, observers said the election of the markets at the short end quickly evaporated. Investors decided that this could be the last rate cut until April, since the Bank of England was thought unlikely to cut rates again

just before the budget speech by the chancellor of the exchequer next month.

The UK's Monetary Policy Committee said the latest inflation projections implied that a further reduction in interest rates was necessary to keep inflation on a path consistent with the target of 2.5 per cent.

The markets welcomed the news, but Neil Parker at the Royal Bank of Scotland said the move could be a mistake. "What seems bizarre is that in a month with fourth quarter GDP data showing strong services growth and surveys showing improvement in confidence, the Bank of England has found the justification for this latest cut," he said.

## CME to offer weather derivatives

By Edward Luca, Capital Markets Editor

The Chicago Mercantile Exchange plans to offer derivatives based on the weather to complement the growing over-the-counter market.

The move, which comes little more than a year after the OTC market first started offering weather derivatives, is the latest sign of the growing versatility of the derivatives market in general.

Brokers in New York say there have been up to 1,000 separate weather derivatives contracts over the last 12 months, mostly agreed by utility and insurance companies. The standard contract, on which the CME's futures and options will be based, is related to average temperature levels. These are known as heating degree days and cooling degree days.

Any temperature above 65 degrees Fahrenheit is known as a cooling degree day and the reverse for a day when the temperature is below 65 degrees. For example, a day where the average temperature was 87 degrees, would be defined by the market as two cooling degree days.

This enables companies to hedge against unexpected movements in temperature. A power company, for example, would draw up an OTC weather contract to hedge against an unusually mild winter where revenues would be expected to fall.

A housing association could well be on the other side of the contract to hedge against the possibility of an unusually cold winter where heating bills would soar.

Other types of contract,

including ones based on average precipitation, water levels and snowfall, have emerged but are marginal in comparison with volumes on the standard temperature contracts.

The CME said it would launch a number of heating degree and cooling degree futures contracts once it had been given the green light by the Commodity Futures Trading Commission.

The futures would be available for selected cities, including Atlanta, Chicago, Cincinnati, Dallas, New York, Philadelphia and "other population centres with significant weather related risk". Data would be provided by the Earth Satellite Corporation, an information provider for agriculture and energy markets.

Brokers in the weather derivatives market say the product is also beginning to emerge in Europe, although its growth is constrained by the high cost of obtaining weather data in comparison with its low-cost availability in the US.

So far only Enron, the US power company, has tailored its own weather derivative in Europe. "We are working hard on a number of deals and we have seen strong interest in places like Scandinavia," said Kendall Johnson, at Tradition Financial Services, the broker.

Officials at CME say they expect demand for the new products to come from those who are already active in the OTC market. "The weather derivatives market is little more than a year old yet its growth has been phenomenal," said Scott Gordon, chairman of the CME.

## BAT launches biggest corporate deal in euros

## NEW ISSUES

By Khazam Merchant

BAT, the international tobacco group, yesterday demonstrated the continuing strong demand for corporate paper by launching the largest single corporate bond since the launch of the euro last month.

Deutsche Telekom was the previous biggest issuer but its 2.5bn bond was an add-on to a 10bn bond issued in 1997. BAT's 10-year 1.7bn was its debut issue in the new currency and came on a day of heavy issuance in the euro, reinforcing the currency's claims as the second reserve unit after the dollar.

Last month, the euro accounted for just under half of all funds raised by borrowers on the international capital markets, compared with 40 per cent for the dollar. The 11 euro-zone

currencies' combined market share had never exceeded 35 per cent before January.

Bankers say US investors have not been as prominent as initially thought in buying euro paper, which is being mostly taken up by investors in core Europe.

The US inhibition is explained by the performance of US yields, which on 10-year Treasuries, say, are more than 100 basis points higher than on corresponding bonds.

At the same time, credit spreads in the US are much higher than in the euro-zone. One banker said: "US buyers effectively have to give up 150 basis points to come into the euro-zone and that is not worth their while."

BAT's bond comes two weeks after it announced an agreed 25.3bn takeover of Rothmans International, creating one of the world's biggest tobacco groups.

The issue represented a one-off draw-down on the company's 1.7bn medium-term notes programme. It had intended to issue a 1.5bn bond. The higher volume was twice subscribed, said Dresdner Kleinwort Benson, sole book-runner.

Bankers noted that of 129 accounts, four were from US investors, including one for the equivalent of \$100m.

The strong demand for corporate paper, typified by the successful recent launches of bonds by Alcatel, the French telecoms equipment group, reflects investors' search for pick-up in a low yield environment.

Bankers say investors face three options: equities, which are regarded as overvalued; emerging markets, which are scaring investors; or corporate paper.

The BAT bond was priced to yield 52 basis points over the relevant bond and tightened by one basis point in the after-market.

## New international bond issues

Borrower	Amount	Coupon	Price	Maturity	Yield	Spread	Book-runner
IN US DOLLARS							
European Investment Bank	300	5.00	92.715	Mar 2002	0.1875	+304 (basis)	Warburg Dillon Read
Deutsche Bank Finance	150	4.50	97.132R	Feb 2003	0.225R	+250	Deutsche Bank
IN EURO (\$)							
BAT Int Finance plc	1.7bn	4.675	98.505R	Feb 2008	0.41R	+125 (basis)	Dresdner KB
GMAC	750	4.00	98.933R	Feb 2008	0.40R	+125 (basis)	Deutsche Bank
Enbridge	500	5.00	98.933R	Feb 2008	0.40R	+125 (basis)	Deutsche Bank
ING Bank NV	500	4.50	98.933R	Feb 2008	0.40R	+125 (basis)	Deutsche Bank
Republic of Argentina	350	5.00	98.48R	Feb 2008	0.875R	+85 (basis)	Morgan Stanley DW
Hawthorn Investments	250	1.00	100.00	Jan 2004	0.00	0	Lehman Brothers
Abbey National Trust	80	6.00	99.75	Mar 2010	0.50	0	Caribao/Chase/Correa
SPRD	80	6.00	98.825R	Feb 2010	0.625R	0	Caribao/Chase/Correa
Argenta Nederland	50	4.25	100.00	Feb 2008	1.875	0	Caribao/Chase/Correa
IN STERLING							
Telecom Comyns	300	5.25	100.00	Feb 2007	2.50	0	Dresdner KB
IN GREEK DRACHMA							
World Bank	300m	6.00	99.8625R	Feb 2002	0.1875R	0	RBC/Nat Bk of Greece
IN NEW ZEALAND DOLLARS							
Baylands Landbank	100	6.00	99.22R	Feb 2004	0.25R	0	Deutsche Bank

Final terms, non-callable unless stated. Yield spread over relevant government bond at launch supplied by lead manager. \$ Convertible. \$ Floating-rate note. \$ Semi-annual coupon. R Bond re-offer price; fees shown at re-offer level. a) Floating with DM, FF and £ issues from 28/2/01. b) 15% in yrs 1-2, then 8%. c) Each £100 bond convertible into one share. Redemption price £105.10. Callable from 1/10/01 at option of holder. d) 140% in yr 1, 6% in yr 2, 5% in yr 3, 4% in yrs 4-5, then 8% -12-month Euribor. e) Redemption price: 135%. f) 10% in yr 1, 5% in yr 2, 4% in yrs 3-5, then 8%. g) Spread refers to German govt bonds unless stated. h) Conversion price: 330p. Callable from 15/2/03 at par. Greenhouse: 0.05m. i) Spread in Spanish govt bonds. j) Over interpolated yield. k) Suggested offer.

## BOND FUTURES AND OPTIONS

France

IN NATIONAL BOND BOND FUTURES (BNTF) €100,000

Open	Settle	Change	High	Low	Est. vol.	Open int.
Mar	112.20	111.71	-0.08	112.37	111.65	91,225

IN LONG TERM BOND BOND FUTURES (BNTF) €100,000

Open	Settle	Change	High	Low	Est. vol.	Open int.
Mar	112.20	111.71	-0.08	112.37	111.65	91,225

IN SHORT TERM BOND BOND FUTURES (BNTF) €100,000

Open	Settle	Change	High	Low	Est. vol.	Open int.
Mar	112.20	111.71	-0.08	112.37	111.65	91,225

IN NATIONAL BOND BOND FUTURES (BNTF) €100,000

Open	Settle	Change	High	Low	Est. vol.	Open int.
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Open	Settle	Change	High	Low	Est. vol.	Open int.
Mar	112.20	111.71	-0.08	112.37	111.65	91,225

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## US CORPORATE BONDS

IN UTILITIES

Open	Settle	Change	High	Low	Est. vol.	Open int.
Mar	112.20	111.71	-0.08	112.37	111.65	91,225

IN FINANCIALS

Open	Settle	Change	High	Low	Est. vol.	Open int.
Mar	112.20	111.71	-0.08	112.37	111.65	91,225

IN INDUSTRIALS

Open	Settle	Change	High	Low	Est. vol.	Open int.
Mar	112.20	111.71	-0.08	112.37	111.65	91,225

IN AGGREGATE

Open	Settle	Change	High	Low	Est. vol.	Open int.
Mar	112.20	111.71	-0.08	112.37	111.65	91,225

IN HIGH YIELD

Open	Settle	Change	High	Low	Est. vol.	Open int.
Mar	112.20	111.71	-0.08	112.37	111.65	91,225

IN HYPERBOND

Open	Settle	Change	High	Low	Est. vol.	Open int.
Mar	112.20	111.71	-0.08	112.37	111.65	91,225

IN HYPERBOND

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IN HYPERBOND

Open	Settle	Change	High	Low	Est. vol.	Open int.
Mar	112.20	111.71	-0.08	112.37	111.65	91,225

IN HYPERBOND

5-10 years (11)	172.77	-0.44
10-15 years (7)	187.24	-0.64
5-15 years (18)	176.97	-0.50
Over 15 years (4)	235.02	-0.76
Indefinite (4)	328.82	-1.30



## CURRENCIES &amp; MONEY

## Sterling firm as Bank cuts rates

## MARKETS REPORT

By Florian Glimbel

Sterling did not lose its shine yesterday against the euro and the dollar, despite a bigger-than-expected interest rate cut by the Bank of England. Markets were apparently unimpressed as the Bank lowered the key repo rate from 6 per cent to 5.5 per cent. Most analysts had expected a quarter percentage point cut.

The Bank's statement said the rate cut was based on "prospects for international activity and prices, domestic costs and consumer demand".

Although sterling initially slipped slightly to \$0.69 against the euro on the news it quickly recovered to finish the day virtually unchanged at \$0.688 against the dollar in London. One currency strategist, surprised at the

pound's continued resilience, described it as "the iron currency".

Sterling interest rate future contracts, however, rose strongly as investors moved to price in steeper rate cuts than previously expected. A repo rate of 5 per cent is now priced in by September.

Unlike the UK, the European Central Bank left eurozone interest rates unchanged at 3 per cent.

Wim Duisenberg, president of the ECB, said: "The general environment continues to suggest that there are no significant upward or downward pressures on prices in the short term... there are no clear signals yet of a stronger-than-expected weakening in output".

**POUND IN NEW YORK**

	Feb 4	Feb 3	Jan 30	Jan 29	Jan 28
Spot	0.688	0.688	0.688	0.688	0.688
1m	0.688	0.688	0.688	0.688	0.688
3m	0.688	0.688	0.688	0.688	0.688
1y	0.688	0.688	0.688	0.688	0.688

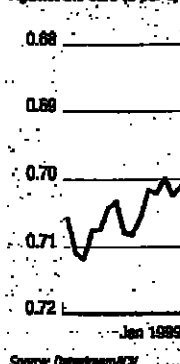
growth." Data released yesterday showed improving economic sentiment in the euro-zone. But analysts said the statistics did not alter the prospects of member state economies slowing in the early part of this year.

Sterling's resilience in the face of a larger than expected interest rate cut was to most analysts a reflection of more reassuring UK economic fundamentals.

"The Bank is now seen as having applied the right policy, as having done what the market wanted it to do. Why punish a currency for lower rates if fundamentals are in line with expectations," said Mr Bloom of HSBC.

He conceded that the economy was slowing down, but pointed out that markets were very much forward-looking. "Growth patterns and current account data are just as important as

**Sterling**  
Against the euro (€ per £)



Source: Reuters/Eurostat

interest rate differentials," he said. But others thought optimism was misplaced.

"Recent economic data has been stronger than expected, but it was certainly not good. And the UK will have the lowest growth in Europe this year," said Nick Parsons, chief currency strategist at Paribas in London.

He added that the front end interest rate futures con-

tracts were now implying interest rates of below 5 per cent, having priced in another 0.5 per cent rate cut. Most importantly, the market suggested that rates were to stay at low levels for another 18 months. On the end of the strip, the June 2001 contract suggested 5 per cent, with the March 2002 contract already implying a rate of 4.56 per cent.

The yen edged higher against the dollar yesterday, despite a sharp fall in Japanese government bond yields. The yield on the key 10-year JGB was at 2.17 per cent, down from Wednesday's peak of 2.44 per cent.

**OTHER CURRENCIES**

	Feb 4	Feb 3	Jan 30	Jan 29	Jan 28
US\$	0.688	0.688	0.688	0.688	0.688
Yen	0.007	0.007	0.007	0.007	0.007
Yuan	0.000	0.000	0.000	0.000	0.000
Yuan	0.000	0.000	0.000	0.000	0.000

"Strategic institutional investors were active on both sides of the price, causing high volatility," said Mr Parsons.

The yen strengthened marginally from ¥112.3 to ¥112.2 versus the dollar in London. Mr Parsons highlighted a rate of ¥111.70 as being a crucial point to watch. "After this mark you will see a tussle between investors selling and the Bank of Japan buying. Technically, you are in free fall once you pass the ¥111.7 level."

Commodity-based currencies, including the Australian, Canadian and New Zealand dollars, may benefit from a gradual change in global expectations, say strategists.

"Early birds are now moving into these currencies on the belief that global industrial production has bottomed out," said David Bloom, currency economist at HSBC.

## WORLD INTEREST RATES

## MONEY RATES

	Over night	One month	Three months	Six months	One year	Long term	Dis. rate	Repo rate
US	5 1/8	5 1/8	5 1/8	5 1/8	5 1/8	5 1/8	3.00	3.00
UK	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	1.00	1.00
EURO	3 1/8	3 1/8	3 1/8	3 1/8	3 1/8	3 1/8	4.50	4.50

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UK	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	1.00	1.00
EURO	3 1/8	3 1/8	3 1/8	3 1/8	3 1/8	3 1/8	4.50	4.50

London interest rates are LIBOR in the UK and London rate. Bank of Japan rate is the Tokyo rate. US rate is the New York rate. Euro rate is the Frankfurt rate.

## INTERNATIONAL CURRENCY RATES

	Feb 4	Feb 3	Jan 30	Jan 29	Jan 28
US\$	0.688	0.688	0.688	0.688	0.688
Yen	0.007	0.007	0.007	0.007	0.007
Yuan	0.000	0.000	0.000	0.000	0.000
Yuan	0.000	0.000	0.000	0.000	0.000

Short term rates are for the US dollar and the euro. Long term rates are for the US dollar and the euro.

US THREE MONTH EURO DOLLAR FUTURES (LIVE) Ctr 100 - rds

	Open	Settle	Change	High	Low	Est. vol.	Open Int.
Mar	96.970	96.970	-0.005	96.975	96.965	7,657	29,823
Jun	97.075	97.075	-0.005	97.080	97.070	6,514	18,782

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US THREE MONTH EURO DOLLAR FUTURES (LIVE) Ctr 100 - rds

## CROSS RATES AND DERIVATIVES

## EXCHANGE CROSS RATES

	Feb 4	Feb 3	Jan 30	Jan 29	Jan 28
US\$	0.688	0.688	0.688	0.688	0.688
Yen	0.007	0.007	0.007	0.007	0.007
Yuan	0.000	0.000	0.000	0.000	0.000
Yuan	0.000	0.000	0.000	0.000	0.000

Source: Reuters/Eurostat

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US THREE MONTH EURO DOLLAR FUTURES (LIVE) Ctr 100 -



COMMODITIES & AGRICULTURE

# Colombia to bail out coffee plantations

By Adam Thomson in Bogotá

Colombia and the country's coffee authorities have announced a financial package for growers whose plantations suffered infrastructure damage after an earthquake hit the coffee-growing area on January 25. "The package will lead to an immediate recovery in the [affected] countryside," said Jorge Cardenas, president of the National Coffee Federation, a state-run organisation that exports about 40 per cent of the country's exports and sets policy and prices for the country's private exporters. While initial fears were quickly dispelled that the earthquake - the worst to hit the country in more than 100 years - had affected the coffee crop itself, more detailed studies have confirmed widespread damage



The earthquake damaged or destroyed 8,416 rural homes and 3,389 processing facilities

to threshing machines, storage rooms and water supply. "About 45 per cent of the plantations we have seen so far have suffered either significant or total damage to infrastructure," said Oscar Jaramillo, director of the National Coffee Federation's regional committee for Quindío province, the area most affected by the earthquake. Mr Cardenas said on Wednesday afternoon that the earthquake had damaged or destroyed 8,416 rural homes and 3,389 processing facilities in the region. The earthquake, measuring 6.28 points on the Richter scale, also levelled most of the centre and south of Armenia - an important hub for the local coffee industry - as well as large parts of other towns in the region and outlying areas. Government officials say the affected area produces about

50 per cent of the country's annual coffee harvest. Juan Camilo Restrepo, finance minister, said the package to help restore normality would total 800 pesos (about \$38m). Half will come from Fogafin, the government's Financial Guarantees fund, and the rest from the federation's coffee fund, set up to support local producers in times of crisis. The swift announcement has helped restore confidence. Although the earthquake shook the region dur-

ing the lowest point of coffee production, concern was growing that potential delays in restoring processing capacity would have severe repercussions for the country's secondary harvest or "mitaca", due to start in about six weeks. The mitaca produces 40 per cent of Colombia's coffee production, which last year reached 12.7m 60kg sacks, second only to Brazil. Mr Restrepo said the package would be available to affected coffee producers by

# El Salvador exports halved

By James Wilson in Panama City

El Salvador's coffee exports have halved in the first four months of the 1998-99 season, reflecting continued lower prices and hurricane damage faced by Central America growers and traders. Exports reached only 406,000 quintals (45kg bags) by the end of January, compared with more than 870,000 quintals during 1997-98, according to the El Salvadorian Coffee Council. The amount of current season coffee exported so far is only about a quarter of last season's level because of a delayed start to the harvest and exports waiting for higher world prices. Prospects for a good harvest had dimmed even before Hurricane Mitch hit the region in October. Last year's El Niño weather system caused a drought that damaged plants, while El Salvador has also suffered from lack of investment in

plantations, according to industry officials. After Mitch, 1998-99 crop forecasts were revised down to below 2.6m quintals, but officials now say this may prove too optimistic. Last year's harvest was 2.7m quintals, compared with recent averages of 3.3m quintals, and this season's level of exports so far is only about one-third of the level two seasons ago. Coffee from Central America - Guatemala, El Salvador, Honduras, Costa Rica and Nicaragua - has in recent years accounted for about a 10th of world production. This year, exports from the region are expected to fall by about 15 per cent, the result of Hurricane Mitch and a natural dip in the normal growing cycle. Exports from Panama are also sharply lower. Officials forecast a harvest of 300,000 45kg bags, but now say about 20 per cent was destroyed by rain associated with the hurricane.

# Silver at six-month high in London

By Paul Solman and Robert Corzine

Silver strengthened again yesterday, reaching a six-month high in London and tracking similar gains on the New York Futures market. Spot silver was fixed at \$5.63 a troy ounce on the London Bullion Market yesterday, its highest since July. Silver soared this time last year to almost \$8 after Warren Buffett, the US investor, revealed he had acquired 16 per cent of the world's supply. Analysts were uncertain about the source of the rally, suggesting it could be the result of technical buying. However, CNY, the international brokers' add-on, suggests something is happening in the market. Base metals were also stronger on the London Metal Exchange. Three-month nickel closed up \$200 at a six-month high of \$4.75 a tonne, and zinc rising \$25 to a four-year high of \$1,020 a tonne.

# Norway over-runs oil budgets

By Valeria Sköld in Oslo

Norway's offshore oil and gas investments almost consistently over-ran their budgets from 1994 to 1998, despite the industry's goal to have its costs in that period, a government-commissioned industry report has revealed. Oil companies spent Nkr3.6bn, or 13 per cent more than their original budgets, while only a few spent less than expected, according to an analysis of Norwegian offshore investments over the past five years. An initiative launched six years ago called Norsok had hoped to improve the competitive standing of the Norwegian offshore sector by reducing project times and costs by 40-50 per cent. The report highlights Norsok's inability to keep its

promise to reduce costs and improve project execution made five years ago. It also reveals its growing disadvantage as the oil industry prepares for lower oil prices, warning profits and further consolidation. The oil companies of other countries are following the example of the British Petroleum-Amoco mega-merger but so far, Norway has avoided mergers by its three oil companies. Statoil, Norway's state-owned oil company, together with industry leaders such as Aker Maritime and Kvaerner, the oil service companies, was responsible for compiling the report. Marit Arstad, Norway's oil and energy minister, commissioned the report last year after 12 field developments on the Norwegian shelf were postponed. She

had to drop Nkr3.6bn of projects in 1998 and Nkr12bn this year because of soaring oil investments and an over-heating economy. Thirteen offshore oil and gas projects in particular, about two-thirds of the country's offshore investment in that period, exceeded their estimates by an average of Nkr3.6bn or 37 per cent. The industry spent more in over-runs during that time than all the investments last year on the Norwegian shelf, which reached Nkr23.3bn. The most expensive project was Statoil's development of Aasgard, the Norwegian oil and gas field where costs ballooned by Nkr3.5bn, or 30 per cent over its original estimates. Norsk Hydro, a Norwegian oil, fertiliser and metals

company, also spent Nkr3.6bn, or 45 per cent more, on its Visund field. The report blamed drilling and well completion costs for the biggest cost over-runs on Norwegian offshore projects, such as the Norne and Gullfaks oil fields. Oil companies over-ran their drilling budgets by Nkr3.6bn or 37 per cent, partly because of new technology and the need to upgrade rigs to handle complex drilling operations. "Our shared ambitions to achieve improvements have led to over-optimistic investment estimates," said Torje Væreberg, Statoil executive vice-president. "These calculations failed to take adequate account of uncertainties associated with new technology and modes of working."

# Growth in PRN trading

By Paul Solman

The Environment Exchange is predicting growing interest in trading of package recovery notes (PRNs) as more companies are ordered to hold the notes under the UK's recycling regulations. The UK exchange, launched last November as a market for PRNs, said it had surpassed its expectations in the first two months of operation, and was looking forward to increased activity this year and next. "Since we started on November 25, we have traded PRNs worth a total of about \$160,000," said Angus Macpherson, who set up the Environment Exchange. Trading in 1998 PRNs ended last month and trading in 1999 PRNs has now begun, he said.

"We've had 179 trades and now have 85 members. Fifty-five of those have traded already," added Julian Perin, business development manager at the OM London Exchange, which operates the Environment Exchange. PRNs are part of the UK's plan to ensure companies comply with European recycling directives on waste recycling. Under the scheme, companies must show they have met their obligations by filing details of recycling carried out. In return, the Environment Agency (EPA in Scotland) issues PRNs. A company short of PRNs can buy more, one with more than it needs can sell the extras. About 4,000 companies are covered by the regulations, which order businesses with an annual turnover of more

than \$5m and handling more than 50 tonnes of packaging a year to hold PRNs. However, Mr Macpherson said that from next year the legislation would extend to companies with turnover of \$2m, which could affect up to 13,000 companies. PRNs come in six types: glass, aluminium, paper, plastic, steel, and a general note for non-specific materials. Mr Macpherson said prices for one-tonne notes had varied but averaged about \$15. The Environment Exchange had traded about 20,000 tonnes of the 2.5m tonnes of waste covered by PRNs for 1998. The identity of traders was kept confidential but members included a large retailer and a large paper mill, he added.

## COMMODITIES PRICES

### BASE METALS

LONDON METAL EXCHANGE	
(Prices from Associated Metal Trading)	
ALUMINIUM (50 TONNES)	
Close	1206.07
Previous	1205.10
High/Low	1219.15/1219.15
AM Official	1206.50/0.0
AM Official	1219.15/0.0
Open Int.	278,283
Total daily turnover	82,437
ALUMINIUM ALLOW (50 TONNES)	
Close	1038.40
Previous	1038.40
High/Low	1055.00/1055.00
AM Official	1038.30
AM Official	1055.00
Open Int.	7,377
Total daily turnover	2,553
LEAD (50 TONNES)	
Close	520.10
Previous	495.56
High/Low	509.49/495.56
AM Official	496.95/0.0
AM Official	509.49
Open Int.	34,449
Total daily turnover	17,806
NICKEL (50 TONNES)	
Close	4640.50
Previous	4640.50
High/Low	4710.15/4710.15
AM Official	4650.00
AM Official	4710.15
Open Int.	63,300
Total daily turnover	25,421
ZINC (50 TONNES)	
Close	1004.05
Previous	979.70
High/Low	1025.90/1025.90
AM Official	990.50/0.0
AM Official	1025.90
Open Int.	51,236
Total daily turnover	73,782
SILVER, GRADE A (50 TONNES)	
Close	1427.50
Previous	1427.50
High/Low	1471.00/1471.00
AM Official	1437.30
AM Official	1471.00
Open Int.	17,337
Total daily turnover	44,055
LME ALUMINUM 3/26 FUTURE	
Close	1206.07
Previous	1205.10
High/Low	1219.15/1219.15
AM Official	1206.50/0.0
AM Official	1219.15/0.0
Open Int.	278,283
Total daily turnover	82,437

### Precious Metals continued

GOLD COMEX (100 TONNES)	
Close	290.20
Previous	290.10
High/Low	291.00/291.00
AM Official	290.20
AM Official	291.00
Open Int.	148,190
Total daily turnover	1,905
SILVER COMEX (100 TONNES)	
Close	290.20
Previous	290.10
High/Low	291.00/291.00
AM Official	290.20
AM Official	291.00
Open Int.	148,190
Total daily turnover	1,905

### GRAINS AND OIL SEEDS

WHEAT (100 TONNES)	
Close	74.25
Previous	74.20
High/Low	74.25/74.25
AM Official	74.25
AM Official	74.25
Open Int.	1,802
Total daily turnover	1,802
SOYBEANS (100 TONNES)	
Close	23.00
Previous	23.00
High/Low	23.00/23.00
AM Official	23.00
AM Official	23.00
Open Int.	1,802
Total daily turnover	1,802

### SOFTS

COFFEE (10 TONNES)	
Close	90.00
Previous	90.00
High/Low	90.00/90.00
AM Official	90.00
AM Official	90.00
Open Int.	1,802
Total daily turnover	1,802
COCOA (10 TONNES)	
Close	1316.00
Previous	1316.00
High/Low	1316.00/1316.00
AM Official	1316.00
AM Official	1316.00
Open Int.	1,802
Total daily turnover	1,802

### MEAT AND LIVESTOCK

CATTLE (100 TONNES)	
Close	64.00
Previous	64.00
High/Low	64.00/64.00
AM Official	64.00
AM Official	64.00
Open Int.	1,802
Total daily turnover	1,802
PORK (100 TONNES)	
Close	42.00
Previous	42.00
High/Low	42.00/42.00
AM Official	42.00
AM Official	42.00
Open Int.	1,802
Total daily turnover	1,802

### JOTTER PAD

For solutions to today's crossword call 0891 430060.
Call cost 50p a minute.

### ENERGY

CRUDE OIL (1000 BARRELS)	
Close	12.28
Previous	12.28
High/Low	12.28/12.28
AM Official	12.28
AM Official	12.28
Open Int.	1,802
Total daily turnover	1,802
NATURAL GAS (1000 BARRELS)	
Close	1.10
Previous	1.10
High/Low	1.10/1.10
AM Official	1.10
AM Official	1.10
Open Int.	1,802
Total daily turnover	1,802

### PRECIOUS METALS

GOLD COMEX (100 TONNES)	
Close	290.20
Previous	290.10
High/Low	291.00/291.00
AM Official	290.20
AM Official	291.00
Open Int.	148,190
Total daily turnover	1,905
SILVER COMEX (100 TONNES)	
Close	290.20
Previous	290.10
High/Low	291.00/291.00
AM Official	290.20
AM Official	291.00
Open Int.	148,190
Total daily turnover	1,905

### PULP AND PAPER

PULP (100 TONNES)	
Close	13.00
Previous	13.00
High/Low	13.00/13.00
AM Official	13.00
AM Official	13.00
Open Int.	1,802
Total daily turnover	1,802
PAPER (100 TONNES)	
Close	1.10
Previous	1.10
High/Low	1.10/1.10
AM Official	1.10
AM Official	1.10
Open Int.	1,802
Total daily turnover	1,802

### INDICES

DAX (1000 BARRELS)	
Close	1316.00
Previous	1316.00
High/Low	1316.00/1316.00
AM Official	1316.00
AM Official	1316.00
Open Int.	1,802
Total daily turnover	1,802
FTSE 100 (1000 BARRELS)	
Close	1316.00
Previous	1316.00
High/Low	1316.00/1316.00
AM Official	1316.00
AM Official	1316.00
Open Int.	1,802
Total daily turnover	1,802

### LONDON TRADED OPTIONS

CATTLE (100 TONNES)	
Close	64.00
Previous	64.00
High/Low	64.00/64.00
AM Official	64.00
AM Official	64.00
Open Int.	1,802
Total daily turnover	1,802
PORK (100 TONNES)	
Close	42.00
Previous	42.00
High/Low	42.00/42.00
AM Official	42.00
AM Official	42.00
Open Int.	1,802
Total daily turnover	1,802

### CROSSWORD

No.9,906 Set by BATS
Across
1 Land on one's head? (6)
4 Jan finished, then boy eats duck (8)
10 Microscopic measures of distress an excess to Italian (8)
11 Michelangelo's Greek characters? (6)
12 Highly strung bird? (4)
13 A deal for the community (9)
15 Work for the newspapers, and trample underfoot? (7)
19 Elegant English ship in sort of dock (6)
19 Fiddle master class (6)
21 Loop the loop perilous to cyclists? (7)
23 Flat, possibly, was unprepared (10)
25 Ship, perhaps, in muck? No thanks! (4)
27 Coach coaches (6)
28 The function of a union? (9)
29 Administrators drugs again, and withdraws (6)
30 Showing little interest, is told off (6)
Down
1 Timber, a heavy weight of distress? (8)
2 Disco's a thingy thing (shirts lifted) (9)
3 Meat missing on mongrel (6)
5 Came to see where six are? (7)

### LONDON SPOT MARKETS

CRUDE OIL (1000 BARRELS)	
Close	12.28
Previous	12.28
High/Low	12.28/12.28
AM Official	12.28
AM Official	12.28
Open Int.	1,802
Total daily turnover	1,802
NATURAL GAS (1000 BARRELS)	
Close	1.10
Previous	1.10
High/Low	1.10/1.10
AM Official	1.10
AM Official	1.10
Open Int.	1,802
Total daily turnover	1,802

### GUINNESS SPORTING

REY O'ER
AMERICAN BEAUFORT
RENAULT
PLACED
REY O'ER
AMERICAN BEAUFORT
RENAULT
PLACED
REY O'ER
AMERICAN BEAUFORT
RENAULT
PLACED

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## LONDON STOCK EXCHANGE

## Weakness on Wall Street upsets Footsie party

MARKET REPORT  
By Steve Thompson,  
UK Stock Market Editor

"Every time London has a good excuse to break free from Wall Street's shackles, the US market spoils the party," said Corey Miller, UK strategist at Paribas.

He was commenting on the poor performance of London's equity market at the end of a day most market observers would have expected to produce a strong upside display.

Already bursting with vitality ahead of the surprise

news that the Bank of England's monetary policy committee had sanctioned a 50 basis points cut in UK interest rates, the FTSE 100 posted a three-figure gain only to run back into negative ground at the finish.

The index closed a net 0.4 down at 5,939.9, with dealers pointing accusing fingers at Wall Street as the culprit for the disappointing day that promised so much and, at the close, delivered nothing, at least from the UK leaders.

There was some good news for investors in the market's mid-cap stocks, which clambered back on the upside

tack, and the small-caps were again being chased by institutions and private investors after another spate of takeover stories.

But even those previously buoyant areas of the London market bowed to pockets of profit-taking.

The FTSE 250 index closed well off its best, though boosted over lunchtime by the surprise bid approach for Stakis, the hotels group, news of which gave a big boost to the whole of the leisure sector.

It settled 19.4 higher at 6,236.6 after touching a session high of 6,250.0, up 38.8,

during the early afternoon. The FTSE SmallCap, although off its best of the day, was, nevertheless, looking very strong at the close, clambering above the 2,200 level for the first time since August last year.

That was when global markets were buffeted by the collapse of the Russian market and the near-failure of Long Term Capital Management, the US hedge fund. Those events precipitated the round of interest rate cuts in the US and across Europe.

The SmallCap rose 18.9 to 2,201.4 yesterday, only a frac-

tion off its session high of 2,202.2. The extent of the reduction in UK rates caught many on the hop, and induced some worries about the economic background to the size of the rate cut.

But Paribas's Miller said that the UK market was well underpinned at these levels and offered good value relative to other European markets. "We see UK rates at 0.25 to 0.50, but we are in for a volatile few months despite the bid stories, which are being countered by profit warnings."

Marketmakers said buyers were failing over themselves to chase mid-cap and small-cap stocks, where the takeover stories have had much publicity. But one warned: "This will not be the place to have your money when the party stops."

Turnover at 6pm was a hefty 1.24bn shares.

Bob Sample, UK equity market strategist at BT Alex Brown, said: "London struggled and got nowhere despite the rate cut. I think we are in for a volatile few months despite the bid stories, which are being countered by profit warnings."

Marketmakers said buyers were failing over themselves to chase mid-cap and small-cap stocks, where the takeover stories have had much publicity. But one warned: "This will not be the place to have your money when the party stops."

Turnover at 6pm was a hefty 1.24bn shares.

Shell  
yields  
big rise

## COMPANIES REPORT

By Peter John and Martin Brice

Investors piled into Shell Transport yesterday as they spotted the attractive yield benefits of one of the UK's biggest stocks.

At the start of trading, the UK oil major offered a gross yield of 4.3 per cent - more than the return on long-dated government bonds. "The growth prospects might not be fantastic but they have to be better than 10-year bonds," said one analyst.

The feeling that the shares might have fallen too far after sliding 18 per cent in January coincided with some switching out of Royal Dutch shares, which rose sharply the previous day, and political underpinning.

Political support came from hope that the next Opec meeting might be brought forward because of the strong desire to combat depressed oil prices. It also came from reports that UN aid workers in Iraq had been withdrawn, pushing back the potential for a rapprochement between the oil producer and the west.

Shell lifted 1 3/4 to 350p on turnover of 37m even though there is little optimism about next week's prelimi-

nary figures, which are expected to show a 34 per cent decline on last year's net income. BP Amoco gained 26 to 891 with 17m traded, helped by Charterhouse Securities publishing a big oil sector review which upgraded the stock from "hold" to "buy". Between them, the two stocks represent 10 per cent of the Footsie and 8 per cent of the entire market.

British Telecom shot forward in early trading as one broker reassessed its valuation and another looked for an internet boost.

Goldman Sachs came in first thing yesterday with a

strong boost to its share price target. It was reviewing its current rating of "market outperformer" and raising its price target from 880p to £11.00, which would represent 11 times earnings on an EBITDA basis - before interest, tax, depreciation and amortisation.

The broker cited BT's 55bn five-year investment in its UK and European networks to support "dramatic growth" in data and multi-media services.

In addition, Charterhouse Tilney predicted a favourable ruling from the telecoms regulator this month on internet-related call charges.

## FT 30 INDEX

	Feb 4	Feb 3	Feb 2	Feb 1	Jan 29	Yr ago	High	Low
FT 30	5939.9	5916.3	5948.8	5938.7	5955.5	5427.8	6004.8	5790.6
Old div. yield	2.88	2.90	2.87	2.87	2.83	3.15	4.22	2.72
P/E ratio incl	22.25	22.12	22.35	22.33	22.18	22.80	26.41	15.80
P/E ratio ex	22.15	22.03	22.25	22.24	22.17	N/A	25.19	15.71

FT 30 index composition: top 400 317,598; low 454 62,884; base date 1/1/95  
FT 30 hourly changes:  
9 10 11 12 13 14 15 16 High Low  
3616.3 3637.2 3638.8 3651.3 3667.5 3682.7 3648.8 3625.5 3672.3 3616.1

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## STOCK MARKET TRADING DATA

	Feb 4	Feb 3	Feb 2	Feb 1	Jan 29	Yr ago
SEAO bargains	73,598	77,698	72,222	65,334	72,734	n/a
Equity turnover (bn)	46,095.5	44,611.2	42,927.7	47,441.1	n/a	n/a
Equity turnover (bn)	46,095.5	44,611.2	42,927.7	47,441.1	n/a	n/a
Shares traded (m)	117,228	120,922	108,814	116,228	n/a	n/a
Total market turnover	77,025	80,097	84,145	72,028	n/a	n/a
Total turnover (bn)	57,867	55,807	51,714	58,578	n/a	n/a
Total shares traded (m)	124,421	143,311	144,813	130,912	142,556	n/a
Trackdown turnover (bn)	36.8	36.3	28.4	32.9	24.6	28.0
Trackdown shares traded (m)	12.6	12.7	11.2	9.8	7.8	n/a
Trackdown turnover (bn)	36.8	36.3	28.4	32.9	24.6	28.0
Trackdown shares traded (m)	12.6	12.7	11.2	9.8	7.8	n/a

Excluding intra-market and overseas turnover but including cross-trading. UK only total at 6pm. UK time intra-market turnover.

UK London market data:  
Rises and falls:  
Total rises 779  
Total falls 526  
Stale 1,383

52 Week highs and lows:  
Total High 60  
Total Low 34

LIFFE Equity options:  
Total contracts 35,421  
Calls 16,840  
Puts 18,581

Feb 4 \*Data based on Equity shares listed on the London Stock Exchange.

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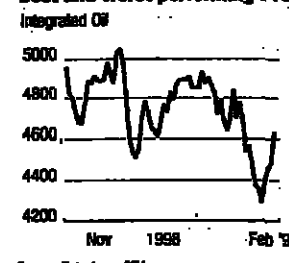
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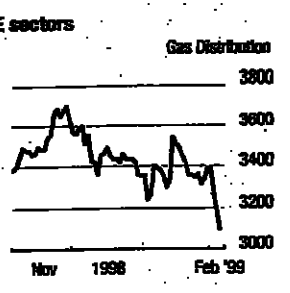
No FT, no comment.

Source: 1995/96

## Best and worst performing FTSE sectors



Source: Datastream/FT



Source: Datastream/FT

All internet connections are charged at a local rate and BT is responsible for most call origination throughout the UK. Charterhouse says BT gets less than 20 per cent of the internet call income even though it is used for 90 per cent of the calls.

On the other hand, providers of free internet services, such as Dixons, gain from the current regime. Dixons fell 10 to £10.20.

BT, which announced it had bought Arrakis, Spain's leading internet service provider, for £9.5m, was up 40 at best. But as one of the market's most liquid stocks it was dragged back by the gloomy reaction to yesterday's base rate cut and caution ahead of next week's third-quarter figures. The stock closed 3 1/2 lower at 950 1/2p.

Internet enthusiasm also boosted EMI. It was the top performing FTSE 100 stock as Warburg Dillon Read cited internet exposure as a reason for upgrading its stance on the stock to "buy".

Allied Irish Banks fell 4 1/2 to £11.54 and Bank of Ireland 7 1/2 to 362 1/2p after

Credit Suisse First Boston cut its ratings for the two groups.

Both stocks had hit record highs over the previous two days on speculation of a takeover of Allied Irish, with Deutsche Bank, Lloyds TSB and ABN Amro seen as possible suitors.

CSFB cut Bank of Ireland to "hold" from "buy" and Allied to "sell" from "buy" citing the potential impact of transition to the European single currency on provisioning levels, margins and volumes. It said the shares were overvalued and unavoidable pressure would show itself as the year progressed.

## Reform hits Pru

Prudential fell 3 1/2 to 954p on concerns that some of its business might be hit by UK government pension reform plans announced yesterday.

SG Securities advised investors to take profits, saying the company looked to be poorly positioned to deal with proposals to create new pension savings vehicles based on unit trusts. Elsewhere in the sector, Sun Life and Provincial fell 9 1/2 to 50 1/2p and Legal & General slid 1 1/2 to 875 1/2p.

Daily Mail & General Trust celebrated its move into the Footsie with a slide of 199 to £32.53.

The move for hotels group Stakis threw the sector into the spotlight as its shares moved to within a whisker of their all-time high while

peer stocks achieved strong rises in heavy volume.

Stakis achieved the best performance in the FTSE 250 as it gained 2 1/2 per cent, or 26 to 1370, just under their high of 143 1/2p.

The bid fever spread to others in the sector, with Millennium & Copthorne up 7 per cent or 32 at 47 1/2p while Jarvis Hotels rose 4 1/2p to 103 1/2p.

However, the heaviest volume in the sector was a pointer to the company seen as the most likely to be behind the approach. Ladbrokes saw 12m traded as it fell 4 1/2 to 220 1/2p. Whitbread, also seen as a potential bidder, strengthened 3 1/2 to 913p.

Both are said to have the money for a takeover. Ladbrokes has recently sold the Coral betting shop chain and Whitbread has a large war chest. They are both considered to want the mid-range hotels operated by Stakis, which also operates casinos and a chain of health and fitness clubs.

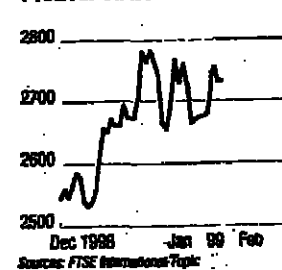
Polypipe gained 8 1/2 to 140 1/2p as the maker of plastic products for the building industry benefited from hopes of further consolidation in the sector prompted by the recent sale by Caradon of its plastic pipe manufacturer Terran. One fund manager said the price paid for Terran suggested Polypipe might be worth 170p to 180p to a trade buyer.

Kingston was off 4 1/2 at 64p in the wake of a note from the building materials team at WestLB Pantheon that said there was little logic in Hanson bidding for the glassmaker.

Hanson was off 2 at 458p as WestLB said the shares had been overvalued but had recently rebounded to close to fair value. It added that there was a case for them reaching 490p.

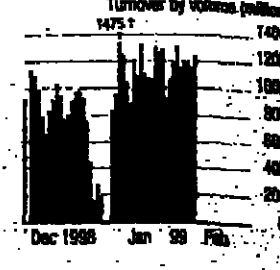
Rugby saw brisk trade of 6.8m although the shares closed unchanged at 98 1/2p.

## FTSE All-Share Index



Source: FTSE International/FT

## Equity shares traded



Source: FTSE International/FT

## Indices and ratios

FTSE 100	5939.9	+0.4	FT 30	5939.9	+0.4
FTSE 250	6236.6	+19.4	FTSE 100/FT 250	24.00	+0.01
FTSE 350	2627.9	+1.5	FTSE 100/FT 350	22.60	+0.01
FTSE All-Share	2722.82	+2.1	10 yr Gov bond	4.27	+0.00
FTSE All-Share yield	2.83	-0.05	Long gilts yield rate	1.87	-0.01

## Best performing sectors

2 Resources	+2.8	2 Life Assurance	-2.2
3 Engineering Vehicles	+2.4	3 Electricity	-2.1
4 Leisure & Hotels	+2.0	4 Utilities	-1.7

## FUTURES AND OPTIONS

FT FTSE 100 INDEX FUTURES (LFFE) £10 per full index point

	Open	Sett	Change	High	Low	Sett	Open	Sett
--	------	------	--------	------	-----	------	------	------

Mar	5980.0	5980.0	+15.0	6050.0	5910.0	5980.0	5980.0	5980.0
Jun	6050.0	6050.0	+12.0	6070.0	5950.0	6050.0	6050.0	6050.0
Dec	6050.0	6050.0	+14.0	6100.0	6000.0	6050.0	6050.0	6050.0

FT FTSE 250 INDEX FUTURES (LFFE) £10 per full index point

	Open	Sett	Change	High	Low	Sett	Open	Sett
--	------	------	--------	------	-----	------	------	------

Mar	6280.0	6280.0	+27.0	6350.0	6200.0	6280.0	6280.0	6280.0
Jun	6350.0	6350.0	+27.0	6400.0	6250.0	6350.0	6350.0	6350.0

FT FTSE 100 INDEX OPTION (LFFE) £10 per full index point

	Open	Sett	Change	High	Low	Sett	Open	Sett
--	------	------	--------	------	-----	------	------	------

Mar	5980.0	5980.0	+15.0	6050.0	5910.0	5980.0	5980.0	5980.0
Jun	6050.0	6050.0	+12.0	6070.0	5950.0	6050.0	6050.0	6050.0
Dec	6050.0	6050.0	+14.0	6100.0	6000.0	6050.0	6050.0	6050.0

FT EURO STYLE FTSE-100 INDEX OPTION (LFFE) £10 per full index point

	Open	Sett	Change	High	Low	Sett	Open	Sett
--	------	------	--------	------	-----	------	------	------

Mar	5980.0	5980.0	+15.0	6050.0	5910.0	5980.0	5980.0	5980.0
Jun	6050.0	6050.0	+12.0	6070.0	5950.0	6050.0	6050.0	6050.0
Dec	6050.0	6050.0	+14.0	6100.0	6000.0	6050.0	6050.0	6050.0

FT EURO STYLE FTSE-100 INDEX OPTION (LFFE) £10 per full index point

	Open	Sett	Change	High	Low	Sett	Open	Sett
--	------	------	--------	------	-----	------	------	------

Mar	5980.0	5980.0	+15.0	6050.0	5910.0	5980.0	5980.0	5980.0
Jun	6050.0	6050.0	+12.0	6070.0	5950.0	6050.0	6050.0	6050.0
Dec	6050.0	6050.0	+14.0	6100.0	6000.0	6050.0	6050.0	6050.0

FT EURO STYLE FTSE-100 INDEX OPTION (LFFE) £10 per full index point

	Open	Sett	Change	High	Low	Sett	Open	Sett
--	------	------	--------	------	-----	------	------	------

Mar	5980.0	5980.0	+15.0	6050.0	5910.0	5980.0	5980.0	5980.0
Jun	6050.0	6050.0	+12.0	6070.0	5950.0	6050.0	6050.0	6050.0
Dec	6050.0	6050.0	+14.0	6100.0	6000.0	6050.0	6050.0	6050.0

FT EURO STYLE FTSE-100 INDEX OPTION (LFFE) £10 per full index point

	Open	Sett	Change	High	Low	Sett	Open	Sett
--	------	------	--------	------	-----	------	------	------

Mar	5980.0	5980.0	+15.0	6050.0	5910.0	5980.0	5980.0	5980.0
Jun	6050.0	6050.0	+12.0	6070.0	5950.0	6050.0	6050.0	6050.0
Dec	6050.0	6050.0	+14.0	6100.0	6000.0	6050.0	6050.0	6050.0

FT EURO STYLE FTSE-100 INDEX OPTION (LFFE) £10 per full index point

	Open	Sett	Change	High	Low	Sett	Open	Sett
--	------	------	--------	------	-----	------	------	------

Mar	5980.0	5980.0	+15.0	6050.0	5910.0	5980.0	5980.0	5980.0
Jun	6050.0	6050.0	+12.0	6070.0	5950.0	6050.0	6050.0	6050.0
Dec	6050.0	6050.0	+14.0	6100.0	6000.0	6050.0	6050.0	6050.0

FT EURO STYLE FTSE-100 INDEX OPTION (LFFE) £10 per full index point

	Open	Sett	Change	High	Low	Sett	Open	Sett
--	------	------	--------	------	-----	------	------	------

Mar	5980.0	5980.0	+15.0	6050.0	5910.0	5980.0	5980.0	5980.0
Jun	6050.0	6050.0	+12.0	6070.0	5950.0	6050.0	6050.0	6050.0
Dec	6050.0	6050.0	+14.0	6100.0	6000.0	6050.0	6050.0	6050.0</







**A rem class Estimation**

ص ١٥١ من المجلد



٥٥ من الامم

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WORLD MARKETS AT A GLANCE[illegible]

**4 pm close February 4**

[illegible][illegible]

## EASDAQ

1981		1982		1983		1984		1985		1986		1987		1988		1989		1990		1991		1992		1993		1994		1995		1996		1997		1998		1999		2000		2001		2002		2003		2004		2005		2006		2007		2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		2022		2023		2024		2025		2026		2027		2028		2029		2030		2031		2032		2033		2034		2035		2036		2037		2038		2039		2040		2041		2042		2043		2044		2045		2046		2047		2048		2049		2050		2051		2052		2053		2054		2055		2056		2057		2058		2059		2060		2061		2062		2063		2064		2065		2066		2067		2068		2069		2070		2071		2072		2073		2074		2075		2076		2077		2078		2079		2080		2081		2082		2083		2084		2085		2086		2087		2088		2089		2090		2091		2092		2093		2094		2095		2096		2097		2098		2099		2100	
1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100																																																																																																																								



